

Accountability Report Transmittal Form

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SECTION I
EXECUTIVE SUMMARY
2001/2002 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
September 13, 2002

The quality and abundance of South Carolina's natural resources create a wealth that is unsurpassed by other states and regions of the country. These resources bring an enviable quality of life to our citizens and attract and sustain business activity, which translates into economic wealth for all South Carolinians. A recent survey conducted by the U.S. Fish and Wildlife Service (USFWS) revealed that state residents and non-residents spent \$1.2 billion on wildlife-associated recreation in South Carolina. For fishing and hunting alone, these expenditures translate into an economic impact of almost \$2 billion. With a total agency budget of approximately \$69.7 million, the \$1.2 billion in expenditures represents a return on investment of over \$17 for every dollar expended by the S.C. Department of Natural Resources (DNR). These figures signify the substantial business and financial results that provide a benchmark for identifying benefits from the programs of the DNR.

During FY 2001-2002, the DNR operated its programs based upon the DNR Board's Strategic Plan entitled *The Natural Resources Agenda: A Strategy for Managing South Carolina's Natural Wealth*. As a result, the DNR implemented the plan's primary goals and strategies to accomplish significant results and major achievements over the past year. Some of these major achievements include the following: passage of the S.C. Conservation Bank Act which establishes a permanent funding source for habitat acquisition; 80,217 cumulative acres acquired and/or protected by the Heritage Trust Program through FY 2002; 1,057,433 acres of Wildlife Management Area (WMA) lands were managed for public use and enjoyment in 2002; more than 600 natural and cultural elements have been protected by the Heritage Trust Program; 27,130 children participated in conservation education programs in 2001-2002; 300,000 SCDNR Web Page visits per month for a total of 3,600,000 visits per year for FY 2000-2001; the annual Human Affairs Report reflected that the DNR reached 77.4% of its affirmative action goals for the most recent evaluation period which was a 9.7% increase in goal attainment from the previous year; recorded 111 non-fatal and 19 fatal boating accidents in FY 2001-2002; 51 public dove fields were made available for public hunting; hunting and fishing licenses were made available for purchase by the public on the DNR Web Page; took possession and initiated actions to protect the Morris Island Lighthouse; the S.C. Lands Legacy Initiative was implemented with the DNR as a partner; stocked brook trout, the state's only native trout species, in public waters for the first time in twenty years; and over 9.5 million fish were stocked in State waters during the year 2001-2002.

In the DNR Board's Strategic Plan, the agency's mission is stated as follows: "The South Carolina Department of Natural Resources is the advocate for and steward of the state's natural resources and is proactive in protecting the State's natural resources for use and enjoyment by future generations of South Carolinians. The DNR develops and implements policies and programs for the conservation, management, utilization, and protection of the State's natural resources based upon scientifically sound resource assessment and monitoring, applied research,

technology transfer, natural resources planning, public education, outreach, technical assistance and customer involvement.” The DNR accomplishes its mission through its values based upon an agenda that encompasses these components:

1. places the resource first through the permanent protection and management of habitat and cultural (archaeological) resources of special significance;
2. protects human life, property, natural resources and the safety of the persons using those resources;
3. manages natural resources under its jurisdiction sustainably, insuring their long-term integrity and diversity;
4. uses the best available sound scientific and technical information in making natural resources decisions;
5. conducts applied research to improve scientific knowledge upon which natural resource management decisions are based;
6. protects, manages and enhances the current and future public’s use and enjoyment of South Carolina’s fish, wildlife, aquatic, soil, water, geological, and cultural resources;
7. educates and effectively communicates with the public about South Carolina’s natural resources and environment, and provides accountability by routinely involving the public in the department’s decision-making process;
8. speaks for the state’s natural resources by commenting on proposed alteration to the environment; and
9. maintains an agency culture that continuously seeks to improve operations and effectiveness in a professional manner for its employees and customers.

Various opportunities and barriers may affect the DNR’s success in fulfilling its mission and achieving its strategic goals. The agency will continue to implement the DNR Board’s vision of placing the highest priority on protecting and managing the State’s natural resource base. Major legislative efforts for habitat conservation and permanent land acquisition will be continued along with the agency’s partnership in the S.C. Lands Legacy Initiative. New sources of federal and private funds will be actively pursued for the protection and management of natural and cultural resources. Actions to protect human life and property will be emphasized through enhanced law enforcement activity and boater/hunter education programs in order to continue to reduce accidents and the loss of life and property. The development and application of the best available scientific information will serve as a focus area in the agency’s mission of managing and protecting natural resources. Public outreach and education efforts through the DNR Web Page, legislative recommendations from publicly appointed advisory committees, an open public policy process, and the agency’s educational programs will provide a basis for maintaining and improving relationships with the DNR’s constituents and stakeholders. The major barrier to continue to fulfill the agency’s mission is the \$9.4 million in total budget reductions implemented in the DNR in FY 2001-2002. These reductions affect all of the agency’s programs and the ability to meet the mission established for the DNR by statute and the DNR Board. Finding new and adequate funding is of utmost importance in the successful implementation of DNR’s highest priority of permanently protecting and managing the unique habitat and cultural resources of South Carolina.

SECTION II
BUSINESS OVERVIEW
2001/2002 ANNUAL ACCOUNTABILITY REPORT
SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES
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The SCDNR had 930 full-time equivalent positions based upon the 2000-2001 Appropriations Act. The agency's operations are located statewide in the 46 counties of the state. The major operational locations are the Columbia offices located in the Rembert Dennis Building, at 2221 Devine Street, and at 5 Geology Road; the Dennis Wildlife Center at Bonneau; the Marine Resources Center at James Island; and the Waddell Mariculture Center at Bluffton. The Land, Water and Conservation district offices are located in each of the 46 counties of the state, primarily in each county seat. In addition to the Marine Resources Center at James Island, the marine program operates regional offices in Beaufort and Georgetown. There are nine Law Enforcement districts that operate statewide with offices located in Clemson, Edgefield, Barnwell, St. George, Ridgeland, Bonneau, Columbia, York, Florence, Conway, Port Royal, Charleston, and Georgetown. The Freshwater Fisheries district field offices are located in Clemson, Abbeville, Greenwood, Rock Hill, Barnwell, Florence, Columbia, Eastover, Lexington, Greer, Bennettsville, and Bonneau. Freshwater Fisheries hatcheries are located in Newberry (Glenmore Shirey Hatchery), Barnwell (Barnwell Hatchery), West Columbia (Cohen Campbell Hatchery), Cheraw (Cheraw Hatchery), and Mountain Rest (Wahalla Hatchery). Wildlife Diversity field offices are located in Columbia, Green Pond, Rock Hill, Charleston, Georgetown and Clemson. Wildlife Management field offices are located in Clemson, Greenwood, Union, Bonneau, Garnett and Georgetown. The agency also operates the Samworth and Santee Delta WMA at Georgetown, Santee Coastal Reserve at McClellanville, ACE Basin /Donnelley WMA at Green Pond, Bear Island WMA at Green Pond, the Yawkey Wildlife Center at Georgetown, and the Webb Wildlife Center at Garnett.

The SCDNR's customers include all the people of South Carolina, as well as non-residents. Based upon the most recent survey by the U.S. Fish and Wildlife Service conducted by the Bureau of the Census, there were 1.4 million South Carolinians who participated in wildlife-associated recreation, age 16 and over. Of this total, 571,000 engaged in fishing, 221,000 hunted, and 1,045,000 participated in wildlife-watching activities to include observing, feeding or photographing wildlife. Fishermen and hunters participated in 9.8 million days of fishing and 4.4 million days of hunting. Including residents and non-residents, more than 2.4 million people participated in fishing, hunting, and wildlife-watching activities in South Carolina in 2001. Other key customers include the following: over 2,200 landowners participating in the Antlerless Deer Quota Program; 900-1000 landowner/pond consultations per year; over 340,000 active boat registrations; 850,000 records submitted annually to county treasurers for tax purposes; over 27,000 children participating in conservation education programs; 57,000 subscribers to the *S.C. Wildlife* magazine; 46 Land, Water and Conservation Districts; over 4,023 requests for cartographic products; 300,000 visits per month to the SCDNR Web Site; approximately 275 requests/year for hydrological data and technical assistance; over 5,000 individual requests for watershed and river corridor planning technical assistance; utilities and

reservoir owners affected by nuisance aquatic plant species in public waters; public and private requests for climate data, geological maps and information; other state, federal and local government agencies; universities and colleges; commercial/recreational fishermen; and planning agencies.

The SCDNR has a diversity of suppliers that provide input for the agency's operations. This has evolved as the SCDNR has maintained a traditional focus to develop partnerships and cooperative efforts with state and federal agencies to include: the Department of Health and Environmental Control; Parks, Recreation and Tourism; Forestry Commission; Department of Commerce; Sea Grant Consortium; Medical University of South Carolina; Clemson University; Francis Marion University; College of Charleston; University of South Carolina; State Technical Education System; U.S. Fish and Wildlife Service; U.S. Forest Service; National Marine Fisheries Service; U.S. Coast Guard; National Oceanic and Atmospheric Administration; and the Natural Resources Conservation Service, to name a few. Partnerships with private organizations include The Nature Conservancy, Duke Energy, Crescent Timber, Champion Timber, various land trusts, National Wild Turkey Federation, Ducks Unlimited, Quail Unlimited, Trout Unlimited, Palmetto Conservation Foundation, S.C. Sportsmen's Coalition, and the Harry Hampton Wildlife Fund. Other suppliers of input to the SCDNR are as follows: 51 fields and over 2,000 acres of private land for public dove fields; timber companies; U.S. Forest Service, private individuals to the 1.1 million acre Wildlife Management Area Program; federal grant agencies providing over \$4 million for marine resources research and monitoring projects; 1,463 environmental permit applicants related to commercial and residential development; 50-100 requests per year for resource planning and stewardship assistance; over 200 communities identified as flood hazard areas; city, county and regional water authorities; local river management and conservation organizations; over 2,700 surface acres of waterbodies treated to control nuisance aquatic weeds; approximately two million data streams received by the State Climate Office; SCDNR Advisory Committees; Deputy Law Enforcement Officers; boating dealers; marinas; sporting goods dealers and manufacturers; vehicle dealers; ATV dealers; law enforcement suppliers; agricultural and wildlife management suppliers; pond and aquaculture owners/operators; commercial fishermen; shooting preserves; hunting guides and lodges; commercial and recreational oyster leases/bottoms.

The SCDNR has a multitude of products and services that are generated by its programs. In general, the primary outputs of the agency relate to the management and protection of the State's natural resources along with an extensive data and information base that is developed, maintained and used in that regard. The major products and services of the agency are as follows: sale of hunting and fishing licenses, permits and fees; titling and registration of boats and motors; collection of casual sales tax for boats and motors; inventory of boats and motors to county tax offices for property taxes; collection and distribution of hunting, fishing and boating fines; design, construction and repairs to public boat landings; educational programs for educators, schools, youth organizations and other audiences on the conservation and wise use of natural resources; production, promotion and distribution of six issues of *SC Wildlife* magazine per year to paid subscribers; natural resources related products and goods sold through the Wildlife Shop; outdoor workshops for youth, women and handicapped natural resources users; production and distribution of maps, brochures, rules and regulations, laws and information related to use and management of the State's natural resources; news media coverage, media relations, information and image distribution and public service announcements for the media

relating to the State's natural resources; research, survey and management projects conducted to identify and protect threatened/endangered plant and animal species; acquisition of highly significant properties to preserve and protect the most significant natural and cultural resources; WMA lands provided for public hunting and quality outdoor experiences; technical assistance provided to landowners on wildlife management, pond management and freshwater fishery resources; survey and monitoring projects conducted to secure data for wildlife management and freshwater aquatic resources; agricultural and habitat management practices implemented to maintain and enhance the quality of wildlife; production and stocking of freshwater fish species in public waters, farm ponds and state-managed lakes; enforcement and investigative activities of the agency's 232 law enforcement officers for wildlife, recreational and commercial fisheries, boating and specific environmental laws; support and assistance to other law enforcement agencies with search and rescue missions, manhunts and other special assignments; hunter (mandatory) and boater education classes conducted to enhance knowledge/skills in these activities to reduce accidents and fatalities; cartographic products and assistance to people through the Map and Natural Resources Information Center; administrative/technical assistance and educational programs for the State's 46 conservation districts; data collection, well logging and hydrological research to monitor local and regional changes in the State's hydrology; conservation and management of riverine resources through the State Scenic River Program; waterbodies treated and technical information provided to prevent aquatic nuisance species in public waters; development and processing of requests for climate information and data; marine resources research, assessment and monitoring activities to evaluate the condition of the State's estuarine and marine resources; staff support and facilities for marine science education programs at the state's colleges and universities; marine resources educational tools and technology transfer to individuals and organizations involved in promoting utilization of commercial and recreational marine resources; and marine resources management through the regulation of fishing seasons, areas and methods, issuance of experimental, scientific and commercial fishing permits, management of public shellfish grounds and maintaining statistical records of various marine fisheries.

Base Budget Expenditures and Appropriations

	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$37,331,164	\$20,282,964	\$35,514,024	\$18,415,113	\$35,948,346	\$17,900,379
Other Operating	25,343,964	5,224,966	17,959,500	1,606,343	19,980,649	2,323,093
Special Items	16,311	0	17,519	0	19,311	0
Permanent Improvements	0	0	0	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	1,780,761	414,000	949,649	414,000	1,630,761	414,000
Fringe Benefits	9,572,708	5,237,266	11,052,959	5,732,155	10,275,243	5,581,401
Non-recurring	872,505	622,505	0	0	0	0
Total	\$74,917,413	\$31,781,701	\$65,493,651	\$26,167,611	\$67,854,310	\$26,218,873

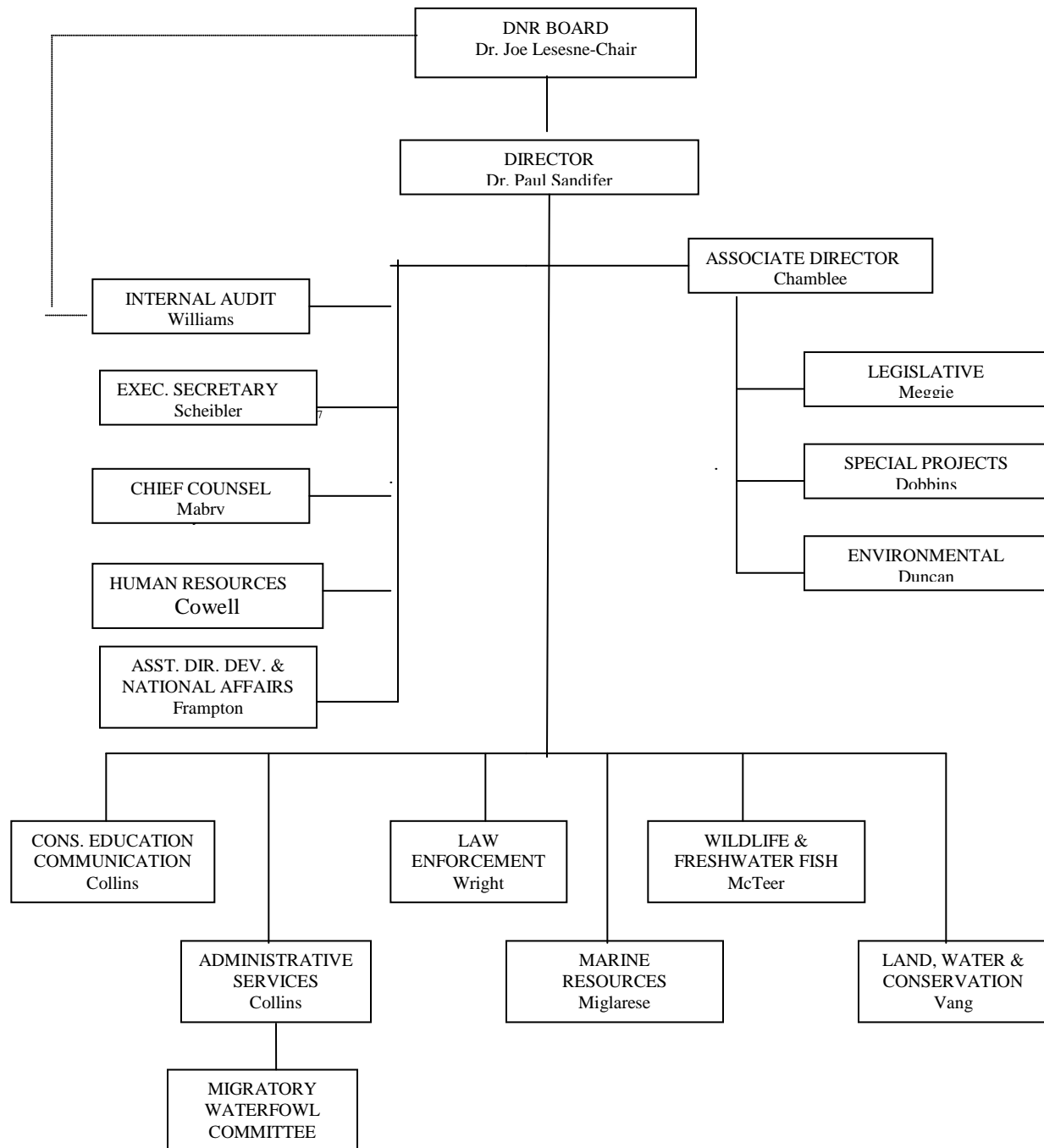
Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$1,240,000	\$7,801
Capital Reserve Funds	\$250,000	\$187,923
Bonds	0	0

ORGANIZATIONAL CHART

SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES

(9/13/02)



SECTION III
ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA
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Category 1 – Leadership

1.1a-f: The leadership system in the SCDNR describes the direction of the agency and the means by which the direction of the agency is achieved. The primary focus of the agency's leadership is based upon the SCDNR Vision Statement which states: "As the guardians of the state's natural resources, the Department of Natural Resources will strive to ensure healthy, sustainable levels of natural resources for the use and enjoyment of present and future generations." This Vision Statement sets the long-term direction for the agency and is manifested through the agency's Strategic Plan. Each year, the SCDNR reviews its accomplishments over the past year to ensure that performance expectations are being achieved and progress is being made to meet the DNR Vision Statement. These accomplishments are presented to the DNR Board for their review and policy direction, as well as providing any new expectations for the coming year. This action also provides a forum by which the public may review progress toward those priorities that are deemed the most important. In addition to the programmatic accomplishments, the DNR prepares and publishes a comprehensive annual report in which performance is communicated to all aspects of the public and the State's legislative leadership. Through this annual report, the agency's values are identified, priorities are enumerated, and performance is detailed for all major programs and projects in the agency.

1.2: The senior leadership of the agency establishes and maintains a focus on customers on a continuous basis. As the agency that manages the State's natural resources that are used and enjoyed by the public year-round, there is constant contact with customers ranging from those that own and operate boats, purchase hunting and fishing licenses, manage land and water resources, commercial and recreational businesses, farmers, planning agencies, water authorities, university faculty and staff, and developers, etc. Every employee of the DNR is taught that they are all public relations agents, since the agency's products and services bring employees in direct contact with the public at all times. As a result, the DNR has adopted the following DNR Pledge that is embraced by all employees: "Members of the public are of utmost importance to us, whether in the office or the field. We must listen to their concerns and balance their needs with those of the state's natural resources, for which we are accountable. In essence, they are our employers, and we should treat them with the dignity that such a position affords."

1.3: Senior leaders in the DNR regularly review key performance measures in the agency. This is done primarily through the annual goals and objectives that are developed for each division. These goals and objectives are linked to the DNR Strategic Plan and provide target levels for performance during the year. In addition, these measures are used as a basis for the Employee Performance Management System review for all senior leaders in the agency. The DNR Board

evaluates the DNR director and their recommendations are submitted to the Agency Head Salary Commission.

1.4: Employee feedback is routinely submitted to senior leaders through direct contact, regional workshops, special purpose committees, and through the chain of command in the agency's divisions. Employee surveys are conducted to secure feedback on particular issues or problems. Input from employees is attained through the DNR Website on matters that have agency-wide significance, such as updating the Strategic Plan. Senior leaders review this information and feedback, determine what is applicable in each division, and implement needed changes to improve leadership effectiveness and management of the agency. They use task forces to review particular issues/problems, in order to provide feedback and performance review findings. Such an action was taken this year in a review of the DNR Website to determine ways to make it more useful to customers and employees. After an exhaustive array of meetings and evaluations, these task forces develop input that is used by senior leaders to implement those actions that improve performance in the agency.

1.5: The DNR addresses the current and potential impact on the public of its products, services, facilities and operations in a variety of ways. These impacts are evaluated through the legislative, regulatory, policy-making and related processes to include extensive public involvement and meetings in order to gain a diverse cross section of input. The impact of programs and operations is noted through legislative contact, constituent organizations, commercial and recreational interests, advisory committees, and through other private /public entities. In each case, the senior leaders review the information provided on impacts of programs and services to ensure the resource is properly managed and protected, as well as representing the best interests of the public. In programmatic areas where there is potential risk, such as hunting, boating and outdoor enjoyment, the DNR actively promotes public outreach efforts to adequately inform the public of associated risks. These potential risks are further addressed through special education and training classes such as Hunter and Boater Safety. When risks such as boating-related fatalities become major public policy issues, the agency will pursue specific laws and/or regulatory controls to protect the safety of people and property.

1.6-1.7: Senior leadership establishes and communicates key organizational priorities for improvement through the legislative and budgetary processes. Senior leaders are directly involved each year in the preparation of the DNR legislative package, detailing legislative priorities for the year. These proposals are reviewed by the DNR Board and, upon approval, are submitted to the appropriate committees in the General Assembly for consideration. A similar process is followed for the development and submission of the annual DNR budget proposals that are prioritized based on the needs of the agency for improvement and funding. Both the legislative package and budgetary proposals are linked in their development to critical natural resource issues and needs as identified for emphasis through staff and public input, interest group input and recommendations from legislators and/or key political leaders. It is through this input and these various processes that the agency can support and strengthen the community and determine areas of emphasis. The senior leadership works to effectively implement these processes to maintain a primary focus on customers, the vision of the DNR, and the well-being of the State's natural resources.

Category 2 – Strategic Planning

2.1a-e: The primary focus of the planning process in the SCDNR is the Strategic Plan. This plan was first adopted by the SCDNR Board in 1996. It was the first comprehensive strategic document prepared by the agency and provided excellent direction to the newly structured agency. The 1996 Strategic Plan has undergone an extensive process to be updated into the current 2001 Strategic Plan. This plan is delineated into major strategies: 1) management, 2) science and technology, 3) education and public involvement, 4) landscape conservation, and 5) internal management and operations. For each strategy, there is a development of action items which cover all of the programs and activities of the agency. The Strategic Plan provides a focus for the budgeted programs of the SCDNR and requires that all of these programs be linked or related to the strategies to accomplish the actions noted in the plan. Each division utilizes this focus to develop a broad based programmatic delivery system that has a broad customer base and focuses on reaching the intended targets identified in the Strategic Plan. It also provides a forum and benchmark for setting priorities in the agency through a comprehensive decision-making process based upon the strategies and action items. This decision-making process is clearly reflected in the interaction of program development through input from the Governor's Office, the General Assembly, the SCDNR Board, advisory committees, constituent organizations, professional groups, and the public to insure that resources are used in the most efficient manner.

2.2: Each program in the agency is required to develop specific goals and objectives that are used to deploy the strategies and action items in the plan so that results/outcomes are developed and evaluated in the agency. The deployment of these strategies and the relationship to the Strategic Plan occurs each year as goals and objectives are developed for the programs in the agency. As these goals and objectives are developed, they are related to the strategies and action items in the Strategic Plan. Additionally, they are reviewed and justified through the budgetary process that is implemented by the staff and the SCDNR Board. The Strategic Plan provides direction through the agency's strategic agenda that provides the foundation upon which the agency operates and determines how the DNR accomplishes its mission. The components of this agenda are integrated into the agency's budget programs and are as follows: 1) places the resource first through the permanent protection and management of habitat and cultural (archaeological) resources of special significance; 2) protects human life, property, natural resources and the safety of the persons using those resources; 3) manages natural resources under its jurisdiction sustainably and as a system, insuring their long-term integrity and diversity; 4) uses the best available sound scientific and technical information in making natural resources decisions; 5) conducts applied research to improve the base of scientific knowledge upon which natural resource management decisions are based; 6) protects, manages and enhances the current and future public's use and enjoyment of South Carolina's fish, wildlife, aquatic, soil, water, geological and cultural resources; 7) educates and communicates with the public about South Carolina's natural resources and environment, and provides accountability by routinely involving the public in the department's decision-making process; 8) speaks for the State's natural resources in commenting on proposed alterations to the environment; and 9) maintains an agency culture that continuously seeks to improve operations and effectiveness in a professional manner for its employees and customers.

2.3: The DNR works continuously to communicate and deploy its strategic objectives, action plans and performance measures. In a broad sense, the strategic objectives and action plans are communicated and deployed to the staff through the strategic planning process and updates that occur with the DNR Strategic Plan. The senior leadership also has specific strategic objectives and action plans that are made a formal part of their Employee Performance Management System each year and are evaluated on this basis; thus, the senior leaders in each division are allocated specific objectives and action plans through the various programs and projects. Also, the senior leaders communicate and deploy strategic objectives through the DNR Board, which establishes policy guidance for accomplishing such objectives throughout the agency. The DNR budgetary process also provides a means for communicating and deploying strategic objectives. This is done at the state and federal level as funding proposals and grants are pursued that are based upon specific objectives in the DNR Strategic Plan. The primary method of communicating and deploying performance measures in the agency is through the Annual Accountability Report that produces business results for all programs in the DNR. Performance measures are also communicated through project reports developed for grants and/or federal aid utilized for programs in the agency. More detailed performance measures in the DNR are maintained in an extensive database for Long Term Performance Measures. These measures are updated each year and are available for use in the strategic planning process and reported to the public in the DNR Annual Report.

Category 3 – Customer Focus

3.1-3.2: The Annual Accountability Report for the DNR clearly identifies its customers and the services and outcomes that are provided to these customers. Through the development of the performance measures for the programs in the agency, the processes are identified through these results/outcomes that deliver services and provide customer satisfaction throughout the state. The agency places a great deal of emphasis on all employees being customer focused and serving as effective public relations agents for the agency. With a broad-based staff located throughout the entire state, DNR employees are exposed daily to the agency's customer base and respond to their needs and expectations on a daily basis. In order to develop a comprehensive customer focus for the SCDNR and insure that the agency is providing effective treatment and evaluation of all aspects of customer satisfaction, the DNR developed and implemented a comprehensive survey in 1994. This survey consisted of a public opinion and attitude survey conducted by Responsive Management, Inc., which specializes in surveys of state natural resource agencies, and focused on gauging public opinion and attitudes of the State's residents towards the use and management of the State's natural resources. It also provided feedback from customers to assist the SCDNR in the development of the initial DNR Strategic Plan. The specific survey objectives were to identify the following:

- a. the Department's total market,
- b. the market size,
- c. what citizens think the Department is doing right,
- d. what constituents want from the Department in terms of programs and services,
- e. willingness to pay for specific programs and services, and
- f. sources of information on wildlife for citizens.

The survey results provided very detailed information for use in natural resource management in South Carolina. The customer feedback provided the following results: 1) the public supports a broad range of natural resource management programs administered by the SCDNR, 2) the public supports an expansion of natural resource program emphasis, 3) the residents are most supportive of and have the least opposition to spending more time and money on programs related to education and conservation, 4) residents are willing to pay for these programs in the agency, and 5) the agency is highly regarded by the constituent groups it has served in the past. The more contact a respondent had with the DNR, the more likely they are to be aware of the agency, and to think highly of the agency.

3.3-3.5: The DNR maintains close contact with its customers and undertakes methods to listen and learn about changing customer/business needs. These methods enable the agency to secure the information needed to improve services/programs and measure customer satisfaction. The agency focused on customer satisfaction through a series of surveys in the spring and fall of 1997-1999 conducted by the Institute of Public Affairs at the University of South Carolina (USC). These surveys were conducted for the purpose of developing public opinion and attitudinal survey data on the manner in which the agency treats its customers and various issues with which the agency is charged to implement through the statutes of the State of South Carolina. Issues that were addressed in these surveys have included the public's contact with the DNR, general impression of the agency, name recognition, satisfaction level with the agency's services, law enforcement, funding, boating safety, and related information on natural resources issues in the State of South Carolina. Major findings of these surveys have been that over 90% of surveyed constituents that have had contact with the DNR over the past year said they were satisfied with the quality of services they received during contacts or visits to the agency. Over 78% of the respondents had heard of the DNR, which represents an extremely high level of public familiarity with the agency. This survey data indicates a very high level of customer satisfaction with the agency and provides evidence that the DNR is conducting business in an effective manner in the treatment of customers and provides detailed data to evaluate and substantiate this level of customer satisfaction. The agency will continue to concentrate its efforts in this arena and develop timely public attitudinal data and information that will be used in management throughout the agency. In addition, these benchmarks of customer satisfaction will be related to other public sector entities and private organizations to draw valid comparisons and see if any management changes are needed over time. This action was completed recently pursuant to a survey by USC entitled *Growth In South Carolina: A Public Perspective*. One of the major findings of this survey noted that South Carolinians overwhelmingly want both continued growth and a high quality environment with protected natural resources in which to live, work and play. Also, the Freshwater Fisheries Section has routinely conducted surveys of customers concerning hatchery products, technical assistance and general angler attitudes. These surveys and the public attitudinal information provide a basis for the DNR Strategic Plan update and detailed feedback from the public as to where resources need to be focused in the future. These public opinion surveys are an important management tool for the agency and provide a solid basis for developing a comprehensive planning process, as well as developing budgetary recommendations for the allocation of resources in the agency.

3.6: Through the actions noted, the DNR has been able to build positive relationships with customers and stakeholders. As a resource management agency that operates throughout the State, the DNR field staff has been an integral part of the community, which has resulted in

developing credibility with the customer base. As a law enforcement agency, the DNR has been effective in enforcing laws in a manner that protects the State's natural resources for use and enjoyment by a large portion of the state's citizens. With the State's natural resource base being such an important component of the culture of the State, the agency's ability to preserve and protect this culture has resulted in building positive relationships. The DNR has also been effective in the community by assisting other state, local and federal agencies during emergencies, manhunts, hurricanes, security, communications, search and rescue, and recovery activities.

Category 4 – Information and Analysis:

4.1: The DNR's performance management system is a reflection of the agency's vision and mission as the programs of the agency operationalize the vision and mission to produce effective business results. The agency decides which operations, processes and systems to measure from several categories. One category used to gauge performance of the DNR is the financial arena. The organization needs a sustainable financial base from year to year in order to meet the vision and mission of the DNR. The level of state funding is an integral part of this category as the DNR secures approximately 39% of its budget from state funds. The agency also collects revenue from a variety of sources that provides key support to law enforcement and wildlife/fishery programs. The levels of hunting and fishing license sales, boat titling and registration fees, marine resources licenses and permits, magazine subscriptions and related revenue sources are key performance measures to track as they affect programs, operations, and ultimately, the mission of the DNR. Grants also serve as an important funding source for the agency and the level of extramural grants funded has a critical impact on key programs and projects. Another category in which the DNR develops measures is related to its customer base. With a finite level of natural resources and an expanding population in the state, the level of customer participation in outdoor activities and the trends in this participation has a key link to the vision and mission of the DNR. In addition, measures of requests for data/information, technical assistance, maps, educational products/services, conflicts between resource users, and changing constituent groups are all critical to the agency's performance. The category of collecting scientific information on the natural resources managed by the DNR is directly linked to the agency's vision and mission. A variety of programs exist in the DNR where the health, well being and sustainability of natural resources are measured to ensure proper management and protection. These programs include the State Climate Office, hydrology, endangered species, Heritage Trust, wildlife management, freshwater fisheries, marine resources, and the S.C. Geological Survey. The DNR makes key management decisions based upon science in order to utilize the best information available in this process.

4.2: In the aforementioned categories, the effective use of performance measures to make decisions is based upon data quality, reliability, completeness and availability. The DNR ensures that these factors occur through a variety of methods. Through the use of scientific research, the agency collects data pursuant to a protocol based upon standards for data quality and reliability. For making decisions on seasons, bag limits, hunting and fishing methods, etc., the data is collected based upon the time and availability needed to make such decisions and is complete before it is used in this process. Many of the agency's data collections are done through grants and contracts that require a final report for submission to the appropriate agency. In order to maintain credibility for utilizing such grants and to secure reimbursement for funds expended on

a grant, the grantor will review the final report to ensure data quality, reliability, completeness and availability. In the financial category, there are innumerable standards that must be followed to maintain data quality and reliability. The DNR routinely has financial audits to see that the standards are met. These audits occur internally and from various outside sources. Through the maintenance of a well-managed financial system with a diversity of checks and balances, the DNR ensures that such financial data is complete and available for use at the appropriate times for decision-makers. As a public agency that serves a very broad customer base, the DNR is dependent upon maintaining a quality database to make decisions regarding these customers. Through the use of current information technologies and a highly skilled workforce, the agency has historically provided reliable and timely data for its customers and for use in the decision-making process. There are also peer reviews of the agency's data collection and use to further ensure its quality and reliability.

4.3-4.4: The agency uses data and information analysis in a continuous manner to provide effective support for decision-making. In the scientific arena, the analysis of data to include trends, regression, correlation analysis and the like, is an integral component of the scientific process. These types of analyses and others are used to draw conclusions on biological issues related to the DNR's mission to protect and conserve the resource. In the law enforcement arena, the agency maintains a comprehensive intelligence system that is used to develop intelligence and comparisons on natural resources violations in order to support effective decision-making for staffing, patrol patterns, duration of patrols and the time of day/night or season. Data collection and analysis relating to hunting and boating accidents/fatalities are important in investigating such occurrences to determine if criminal charges may exist and to provide feedback. This feedback provides trends and comparisons that support decision-making on methods to ensure the safety of human life and property. Changing demographics and land-use trends in the State provide valuable information to support planning and management decisions in the agency. Human dimensions data and changing landscape information are constantly developed by the DNR to support decisions relating to future direction of programs and the allocation of resources to meet the vision and mission of the agency. Whenever possible, the DNR will use comparative data and information from other agencies and/or states to support decisions, if compatible. With the dynamic nature of natural resources management from state to state, it is often difficult to identify compatible data for comparative purposes. Given this complexity, the DNR will, at times, use its own database to make comparisons from one time frame to another for use in the decision-making process.

Category 5 – Human Resources

The employees of the DNR truly are the backbone of the organization. In order to continue to administer viable programs and to achieve the department's mission, attention to the recruitment, retention and development of these employees is paramount.

Over the past year, the Department has spent a tremendous amount of time, energy and personnel dealing with the unprecedented budget reductions mandated for State agencies. In order for the Department to reach these mandated reductions without massive reductions in force, strategies such as freezing vacancies, restricting travel and equipment purchases, and offering voluntary furloughs and separation incentives were used. The DNR offered both the Separation Incentive and the Retirement Incentive in December 2001. A total of 31 employees took these incentives

(22 separation incentives, 9 retirement incentives), with the Department having to forfeit the 22 positions vacated by the Separation Incentive. The Department again offered both the Separation Incentive and the Retirement Incentive July 1, 2002. With this second effort to reduce expenditures, an additional 23 employees separated from employment (12 separation incentives, 11 retirement incentives). To date, the Department has a total of 139 vacancies and has lost 22 positions, for a total workforce reduction of 161 positions. The Department currently has an allocation of 908.2 FTE's. The Department is taking the necessary steps to revamp and revitalize the positions and functions remaining in order to ensure the DNR continues to achieve its mission. With a smaller workforce, a smaller budget and fewer employee incentives, recruitment, retention and development of employees has become a driving force in the strategic direction of the Department in order to maintain the caliber of employee for which the Department is known.

5-1: During these difficult budgetary times, motivating and encouraging employees has been challenging. With the lack of monetary rewards being available, intangible reward systems have become even more critical. Employees receive acknowledgment at staff meetings, at deputy director meetings, and at DNR Board meetings on specific accomplishments as well as receiving acknowledgement in articles included in agency magazines, newsletters and website communications. Supervisors and managers are encouraged to highlight employee achievement at every opportunity. The agency director has made a personal commitment to communicate with employees on an ongoing basis through division meetings at which he addresses major issues of concern to employees to include budgetary issues. At these meetings, he also discusses specific employee accomplishments within that division. Feedback from employees has been positive in that this ongoing communication assures them that the director is doing everything possible to guide the agency through these budget reductions, with mandatory furloughs and reductions in force being last resort alternatives. Additionally, the director has established agency-wide teams comprised of management and staff employees to discuss major survival strategies for the agency. Through these teams, the employees are able to provide critical feedback and suggestions for establishing the future direction of the department. Showing that ideas and suggestions of all employees are valued and instrumental for planning the strategic direction of the agency is critical to maintaining and increasing employee motivation, particularly when monetary increases are severely restricted. The DNR is making concerted efforts to ensure that employees have involvement and feel "in the know" as the agency realigns its resources to accommodate the budget reductions. Surveys generally support the fact that employee satisfaction does not rest solely on compensation. Factors such as work/life balance, meaningfulness of work, trust and relationship with supervisors and managers are primary motivators for employees. Programs such as flexible work schedules, telecommuting opportunities, and voluntary furloughs have been implemented to offer employees flexibility in balancing their work lives and their personal lives. The very mission of the DNR aids in ensuring that employees find meaningfulness in their work. Conservation of the natural resources is not only a work mission but also a life mission for many of our employees, making their motivation for their job inherent to their everyday life. Developing trust and establishing positive relationships with supervisors and managers are ongoing strategies within the department. The agency director's efforts at ongoing communication, from the top down and from the bottom up, are the best indicator of efforts to establish and maintain that trust.

While the ongoing budget restrictions have delayed the department's efforts in establishing career path opportunities for employees, efforts have continued to finalize the development of career paths for the biologists and technicians in the Wildlife and Freshwater Fisheries Division. The department will continue to explore other opportunities for developing career paths within the agency once the budget stabilizes so that career path opportunities are a viable option. Additionally, in an effort toward cross training and realignment of resources, two sections within a division have been merged for greater customer service. This merger will cause additional employees to be included in an already established career path in the Boating and License Section. These career paths allow employees to have control in their career advancement by clearly setting forth the requirements that must be met to achieve a higher level. Once the requirements are established, it then becomes the employees' responsibility to meet those requirements; therefore, employees gain "buy in" into the whole process of career development, which motivates them to succeed.

Due to budget constraints, the department has not filled approximately 157 vacancies. While some of these positions must be filled eventually, supervisors and managers are diligently looking at restructuring jobs and realignment of existing staff to assume some of these duties. In these instances, there may be opportunities for staff to receive additional salary increases for assuming additional duties. This possible opportunity has been communicated to employees, which eases the frustration of increased workload somewhat.

5-2: The department has implemented a training program that encompasses leadership/management development, supervisory development and professional development. Approximately 400 employees participated in the 36 classes offered in FY 2001-2002. Besides the classes offered internally, the Human Resources Office partnered with other agencies, such as Parks, Recreation, and Tourism (PRT) and member agencies in the Training Consortium, to allow our employees the opportunity to participate in various classes when space was available. Employees regularly assess these training programs and provide feedback on additional types of training needed. Besides the formal evaluations, employees and supervisors are encouraged to provide suggestions for training to the Human Resources Office. Training requirements that are part of established career paths are periodically reviewed with the supervisors and employees to ensure viability. Eight employees completed requirements for the Associate Public Manager Program with an additional 20 employees currently enrolled. Two employees completed the Certified Public Manager Program with four additional employees currently enrolled. Both of these programs are sponsored by the S.C. State Budget and Control Board. Within the 2001-2002 fiscal year, the department completed its first internal leadership development class with 12 employees completing that program. These efforts are part of the department's workforce planning initiatives to ensure that future leaders will have the training and development needed to move into leadership roles.

5-3: The Employee Performance Management System is used as a tool to communicate the expectations of the job. Supervisors receive training on effective use of the planning document to convey expectations of the job, ongoing communication with the employee concerning those expectations, and the final review process. Supervisors are encouraged to include needed developmental training as an objective for their employees on their performance evaluation planning documents.

5-4: Periodically, the department surveys employees either through formal surveys to all employees, targeted surveys to particular groups, or general employee meetings to assess employee satisfaction and concerns. Exit interviews are reviewed in the Human Resources Office to determine any indicators of dissatisfaction. Relationships with fellow employees and the mission of the agency continue to be factors in job satisfaction. With the current budget situation, there is concern that the employee satisfaction level may decrease due to increased workloads, lack of equipment or outdated equipment that cannot be replaced, and limited opportunity for monetary rewards.

5-5: The DNR's Safety Committee is responsible for ensuring that the department is in compliance with safety regulations. This is accomplished primarily through raising awareness of safety issues, providing training to supervisors and employees, and conducting periodic safety checks to ensure compliance. The committee has been in the process of developing a formal safety plan for the department which will address safety issues, required training, other recommended training, and awareness. The department conducts various wellness activities to include wellness walks and health screenings, as well as periodically including articles encouraging healthy lifestyles in agency communications to employees.

5-6: The department's outreach programs provide continuous involvement in the community. Education programs provide to schools throughout the state the opportunity to increase their knowledge and awareness of the state's natural resources. Fishing rodeos, the Palmetto Sportsmen's Classic, Reel Kids, National Hunting and Fishing Day, Beach Sweep, and River Sweep are just a few examples of the DNR's partnering efforts with the community. The department also encourages its employees to participate in such events as the Walk for Life, United Way Campaign, and the March of Dimes Walk. Quarterly, the department sponsors a blood drive for the local Red Cross.

Category 6 – Process Management

6.1: The DNR has developed a network of key design and delivery processes for products and services to provide effective management of work in the agency. The key processes are based upon the DNR's mission and major strategic goals of: a) management, b) science and technology, c) education and public involvement, and d) landscape conservation. There are a variety of program delivery processes related to the management strategic goal. The key programs in this area include wildlife management and technical assistance, law enforcement, freshwater fisheries management plans and technical assistance, conservation districts, marine resources fisheries management and mariculture, endangered species and protected elements management, and the agency's 1.1 million acre Wildlife Management Area Program. Primary program delivery processes for the DNR's science and technology goal include the Marine Resources Research Institute, wildlife and freshwater fisheries research, hydrology, State Climate Office, State Geological Survey, Waddell Mariculture Center, Yawkey Wildlife Center, and the State Water Plan. All divisions in the agency have delivery processes through programs for education and public involvement. The major products and services in this area include natural resources planning and public attitudinal surveys, the DNR Web Page that secures public input on management plans and projects, SCMAPS, Hunter and Boater Safety/Education, Project WET, Project WILD, *SC Wildlife* magazine, DNR News Program, REEL Kids, and Hooked on Fishing Not on Drugs (HOFNOD). Landscape conservation is also a critical strategic goal. Key

programmatic design and delivery processes include the DNR habitat acquisition program, Heritage Trust Program, Scenic Rivers Program, environmental planning, environmental coordination and permitting, conservation districts, drought management and water resources planning. Each of these programs and systems incorporate the use of up-to-date technology and information so as to provide the most effective service delivery. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the DNR is able to maintain changing customer requirements.

6.2: The day-to-day operation of the key delivery processes noted in Section 6.1 are very important to meeting the key performance requirements that ultimately lead to the business results in Category 7. These operations are able to meet these key performance requirements through a diversity of outputs from services and products of the agency. While all of the outputs are too numerous to list, the key outputs from the DNR's major strategic goals are as follows: a) management – number of Wildlife Management Area acres/hunters, number of public dove fields, number of deer depredation permits issued, number of finfish caught by recreational anglers, number of state lakes managed, total number of fishery species produced and stocked, number of management projects for protected elements, and number of acres under conservation plans; b) science and technology – number of wildlife and freshwater fishery research projects, extramural dollar value of marine resources research and monitoring projects, number of technology transfer opportunities from mariculture research, number of water quality/quantity database projects conducted, number of data requests filled for climate information, percentage increase in climate information dissemination via the Internet, number of wildlife diversity research, survey and monitoring projects conducted, and the number of geological maps produced and published for scientific use; c) education and public involvement – number of public attitudinal surveys conducted, number of visits to the DNR Web Page, number of *SC Wildlife* magazine subscribers, number of programs and participants for conservation education programs, number of workshops and teachers trained, number of hunter and boating safety students certified, and number of customers reached through DNR news releases and media programs; d) landscape conservation – number of acres of habitat acquired per year, number of dedicated Heritage Preserves and/or additions, number of communities identified as flood hazard areas, percentage of cropland and pasture with adequate soil and water conservation management, number of environmental permits/projects reviewed each year, number of Scenic Rivers managed, and number of drought management plans developed and monitored.

6.3: The DNR has an effective level of support processes that are used in the production and delivery of the agency's products and services. These support processes are used to provide needed assistance and guidance for the agency's major strategic goals. Major support processes in the DNR are: a) planning, surveys and performance measures; b) legal; c) human resources; d) legislative affairs; e) environmental permits/coordination; f) data processing and information technology; g) supply and equipment; h) finance and accounting; i) procurement; j) licenses and fees collection; k) boat titling and registration; l) graphics, duplicating and mail services; m) news media and public relations; and n) audio/video productions. Each of these processes includes highly skilled staff resources that maintain activities and performance based upon the most current information and technological strategies. Additionally, specialized training and career development plans are created and implemented to ensure the highest level of skill development and performance attributes. Through the agency's workforce planning tools and

projects, the DNR is able to improve and update these processes to achieve higher levels of performance.

6.4: The management and support provided for key supplier/contractor/partner interactions and processes to improve performance are based upon the actions of the individual work units in the DNR. This area has received some degree of attention and direction in the agency and will be a new area of focus in the future.

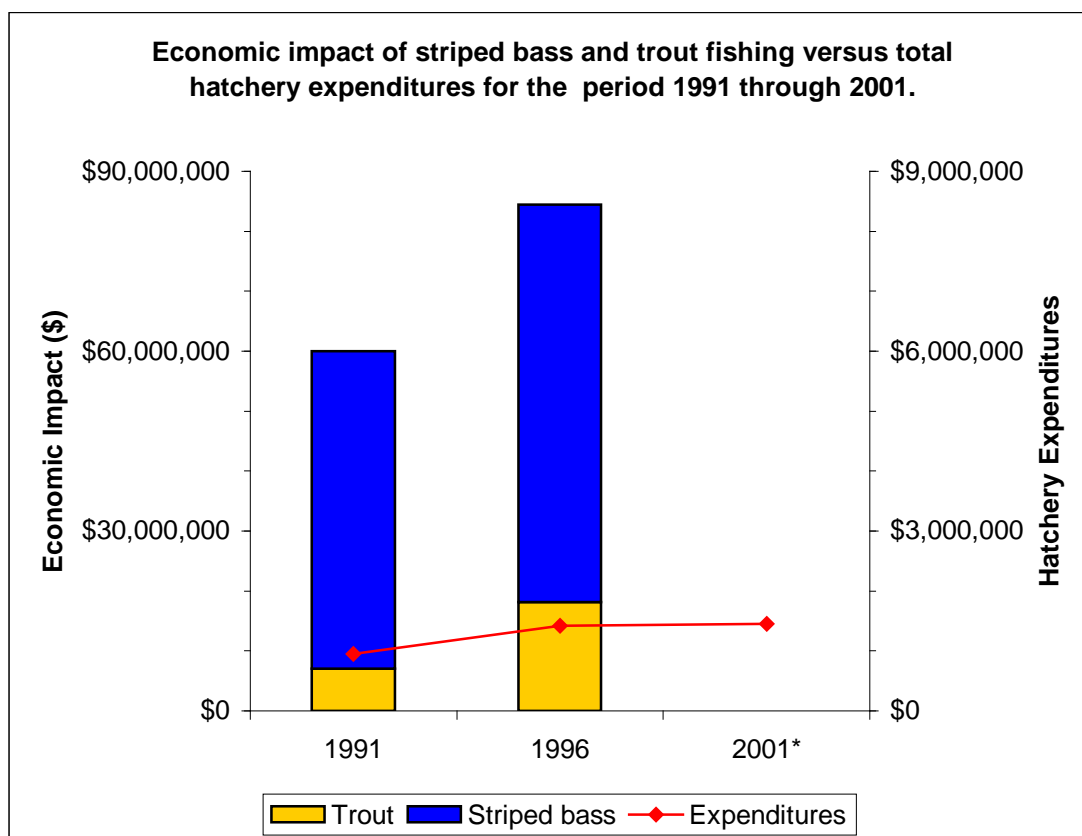
Category 7 – Business Results

7.1-7.6: The DNR has developed the following business results based upon the major programs in the agency that are related to the DNR Strategic Plan.

Program: Wildlife and Freshwater Fisheries

Business Results – Wildlife and Freshwater Fisheries Division

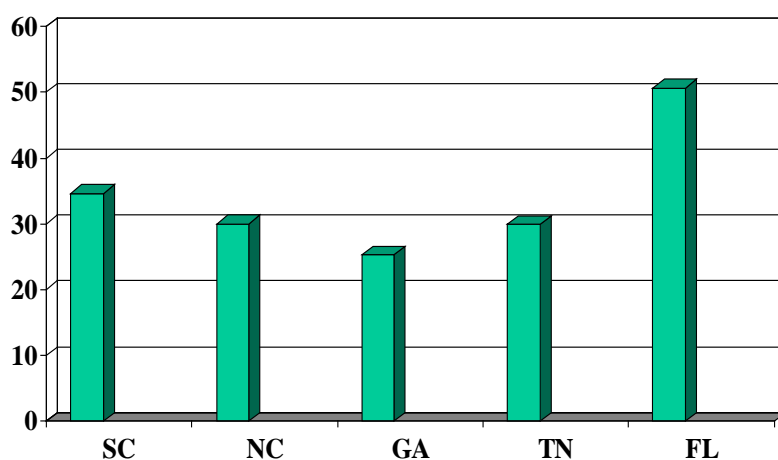
Freshwater fishing has a total economic impact of over \$919 million in South Carolina. Fishing for striped bass and trout generates an economic impact in excess of \$66 million and \$18 million, respectively. In South Carolina, approximately 80% of the striped bass fishery and 90% of the coldwater trout fishery is supported by the products from the SCDNR's fish hatcheries. The total annual cost for the operation of the Department's freshwater hatcheries has averaged approximately \$1.5 million over the last five years. The economic impact of striped bass and trout fishing alone, when compared against the cost of the entire fish hatchery program, yields a cost benefit ratio of 56 to1 to South Carolina's citizens.



*Economic impact data for 2001 are not yet available. These data will be available in the third quarter of 2002 following analysis of the 2001 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation.

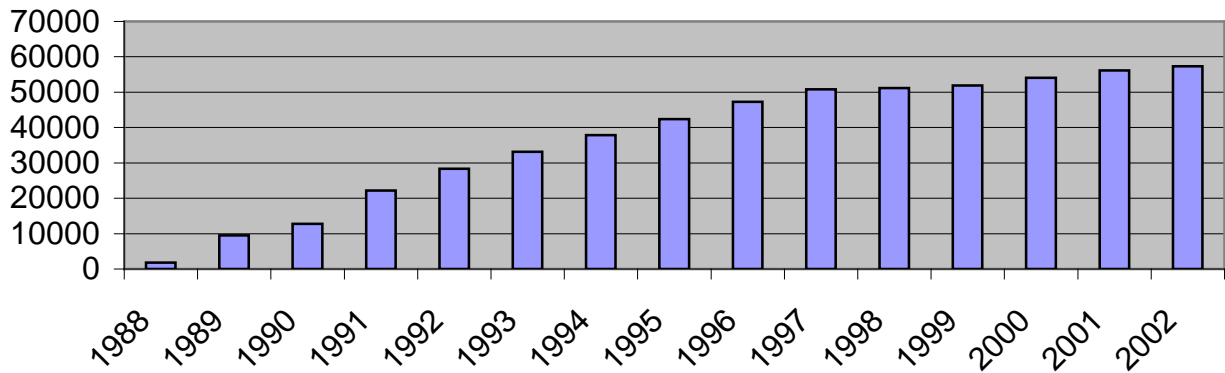
The core mission of the DNR's Wildlife and Freshwater Fisheries Division is to protect, manage and sustain the public enjoyment of natural resources through programs that support hunting, fishing, wildlife watching and other forms of outdoor recreation. South Carolina's abundant and well-managed fish and wildlife resources support a large number of hunting and angling constituents. This includes residents and nonresidents that select South Carolina as a hunting and fishing tourist destination. The annual economic impact of wildlife-associated recreation in the State is estimated to be over \$1.2 billion.

Anglers & Hunters Per Land Area, Selected SE States (participants per sq mi)



During FY 2002, revenues to the Heritage Land Trust Fund (HLTF) totaled \$3,393,000 and expenditures totaled \$3,633,891. Three properties comprising 1,131 acres were protected. One of the properties formed a new heritage preserve and two were additions to existing preserves. A total of \$3,000,674 was spent on property acquisitions and \$121,828 was spent on manpower needed to carry out these tasks. An additional \$511,389 was spent on capital improvements and management on preserves. Property donated to the Heritage Trust Program during FY 2002 was valued at \$311,859 and the average total cost per acre was \$2,653. These acquisitions serve to protect special habitats or buffer for 35 rare elements (19 rare plant species, 10 rare animal

Heritage Land Trust Fund



species, 2 invertebrate species and 4 rare plant communities). This is significant because the number of rare elements protected may be one of the best measures of success for the Heritage Trust Program.

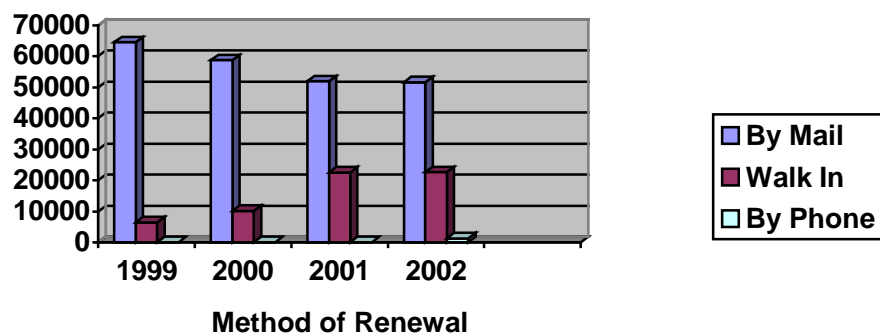
It should be noted that revenues to the Heritage Land Trust Fund have decreased while the average cost per acre of habitat protected has increased. This is probably the result of increased property values statewide. Associated development pressures have placed several of our State's most significant archaeological sites in peril. Addressing these situations will be difficult and a number of professionals feel that South Carolina is looking at the very last opportunity to protect certain types of cultural resources. There is also a need to expand and connect a number of the State's heritage preserves, so functioning ecosystems can be protected long-term.

Program: Watercraft Registration and Titling

Strategic Plan Component: Business Results

Organizational Effectiveness Results: Improve and promote electronic information exchange with watercraft owners and county governmental entities.

Renewal Methods



The Watercraft Registration and Titling program provides registration and titling activities for watercraft and outboard motors as required by law. The Departments Virtual Private Network (VPN) has been expanded to encompass 10 county auditors. We anticipate that more counties will be added in the coming years as the other county auditors realize the benefits of this

expanded service. This added feature allows county auditors to make address changes and update tax status information on boat and motor records. These updates are performed in a real-time environment eliminating the need for transferring data between the counties data processing systems and the DNR.

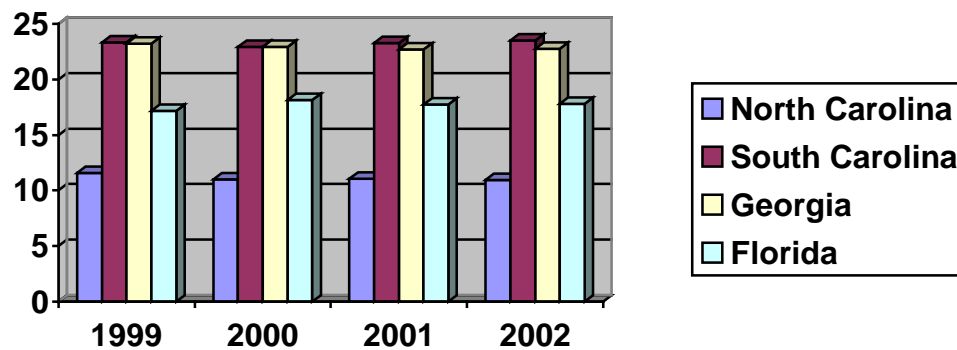
In February of 2002, BassPro Shops began taking Watercraft renewals via their 800-telephone number. This has resulted in an added customer service option to our customers. For a small processing fee, BassPro shops will take customer's telephone order, transmit the data to the DNR the next business day and the Boat Titling and Registration office will mail the customer their new boat and motor registration and decals. From February to June 2002, BassPro shops has received 1,257 Watercraft registration renewals. We anticipate the number of constituents utilizing this telephone service to increase dramatically; this Fiscal Year, BassPro has received 1,012 telephone renewals during the months of July and August.

Program: Game and Fish Licenses

Strategic Plan Component: Business Results

Organizational Effectiveness Results: Through the use of electronic information exchange, increase license and permit sales, provide information concerning hunting and fishing opportunities, and increase nationwide exposure of South Carolina's natural resources.

License Sales as a % of State Population



The Game and Fish License program administers licensing and permitting for resident and non-resident sportsmen as required by law. Approximately 1,000 License Agents located statewide conduct normal daily license sales. In addition, BassPro Shops provides both an 800-telephone number as well as a web site for Internet license sales. Hunting and fishing opportunities are highlighted in various brochures and pamphlets, along with eleven maps of the various Wildlife Management areas and the annual South Carolina Rules and Regulations guide. The South Carolina Department of Natural Resources is featured in each BassPro catalog to promote license sales nationwide.

During Fiscal Year 2002, the DNR tested a new mail renewal program for resident and non-resident license holders. During this test, 56,431 renewals were mailed. As of August 26, 2002, we have received and processed 12,214 renewals. This represents a 21.64% return, resulting in \$737,006 in revenue.

Program: Marine Resources

Strategic Plan Component: Management/Public Involvement/Resource Sustainability

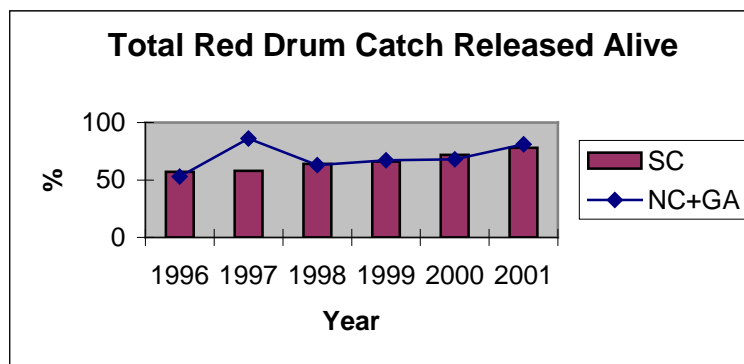
Organizational Effectiveness Results: 7.1-7.4:

Marine recreational anglers represent a large and significant portion of the SCDNR customer base. This customer base represents a diverse group of both licensed and non-licensed consumptive and non-consumptive users, including anglers targeting finfish, oysters, clams, shrimp, and crabs. The customer focus in this case, their wants and needs, can be broadly summarized as: 1) to provide continued and better recreational fishing opportunities for the citizens and guests of South Carolina; and 2) to ensure that the natural marine resources of this State are protected and conserved for future generations.

In order to meet these needs, the Marine Resources Division of the SCDNR utilizes staff and funding opportunities from a wide variety of sources. In addition to state appropriated monies, the SCDNR utilizes federal funds from the U.S. Fish and Wildlife Service Sportfish Restoration Program, which is a user pays/user benefits approach that requires a 25% state match. Additionally, the SCDNR effectively worked with the S.C. General Assembly to pass the Marine Conservation and Management Act of 1991, establishing for the first time a saltwater fishing license and a dedicated fund to conserve and manage the marine recreational fisheries of South Carolina.

The Marine Resources Division utilized a diversified approach to recruitment, training and performance evaluation. As warranted by job requirements, routine seminars and training in basic computer software including word, access and power point, have been offered. Additionally, most staff members are cross-trained so they can work on a variety of activities as warranted. The Marine Resources Division is constantly striving to achieve a diversified workplace. Staff is required to look at minority and underutilized categories when posting and interviewing for all levels of employment.

The S.C. Gamefish Tagging Program encourages anglers to tag and release fish not only for scientific purposes, but also as a conservation measure to help conserve stocks. In the past five years, the program has supplied tagging kits to anglers who have tagged 47,447 priority species of fish. Red drum is one of the most sought after species of marine finfish in this state. As a result of these efforts, South Carolina is now releasing alive over 70% of the red drum taken in the recreational fishery, promoting angling ethics and conserving this popular gamefish for future generations.



Program: Marine Resources

Strategic Plan Component: Management/Science/Resources Sustainability

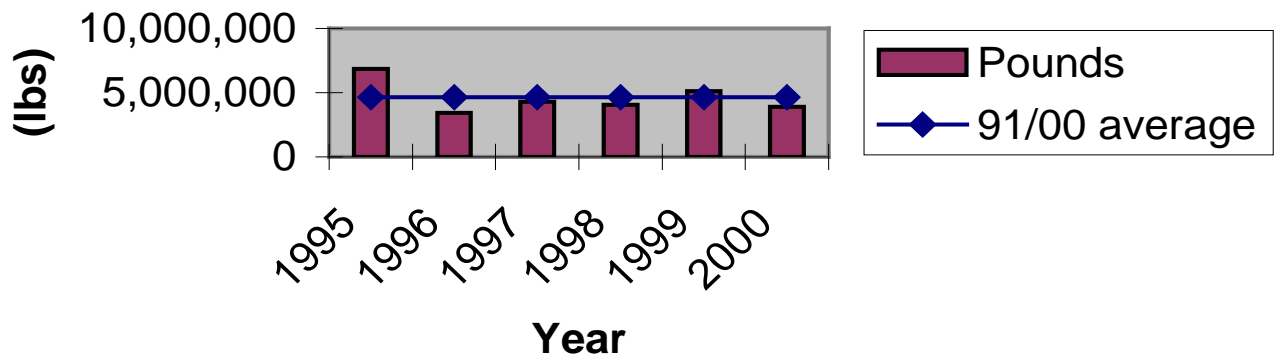
Organizational Effectiveness Results: 7.1-7.4:

S.C. is not a major seafood producer when compared to other coastal states. However, the seafood industry does play an important role in the lives of 1500-2000 commercial fishermen, countless wholesale and retail seafood dealers, and is an important component of the coastal economy and its heritage. During 2000, the total weight of wild saltwater stocks landed in this state was 15,680,778 lbs., with an ex-vessel value of \$28,547,260. The customer focus in this case can be broadly summarized as the fishermen's desire to ensure sustainable, economically-viable marine fisheries.

In order to meet these needs, the Marine Resources Division (MRD) of the SCDNR utilizes staff and funding opportunities from a variety of sources. All of the management and assessment work is funded with state appropriations. In addition, research and science-based efforts are funded through federal grants that are secured on a competitive basis.

A significant component of the South Carolina commercial seafood industry is our commercial trawl fishery for shrimp. During FY 2001, 685 commercial shrimp trawl licenses were sold. The shrimp season typically opens in the spring and closes sometime after Christmas, depending mainly on environmental factors. Commercial shrimp landings are comprised mainly of two species, white and brown shrimp, each of which have different life cycles and require somewhat different trawling techniques to catch. The MRD utilizes not only legal licensing and permitting requirements, but also good science and management to help sustain this fishery. Over the past five years, the commercial shrimp landings have been close to the long-term average. Despite these efforts, environmental factors such as winter temperatures and summer rainfall can ultimately be the determining factors of a good vs. a poor season.

Commercial Shrimp Landings



Program: Marine Resources

Strategic Plan Component: Management/Science/Enhancement

Organizational Effectiveness Results: 7.1-7.4.

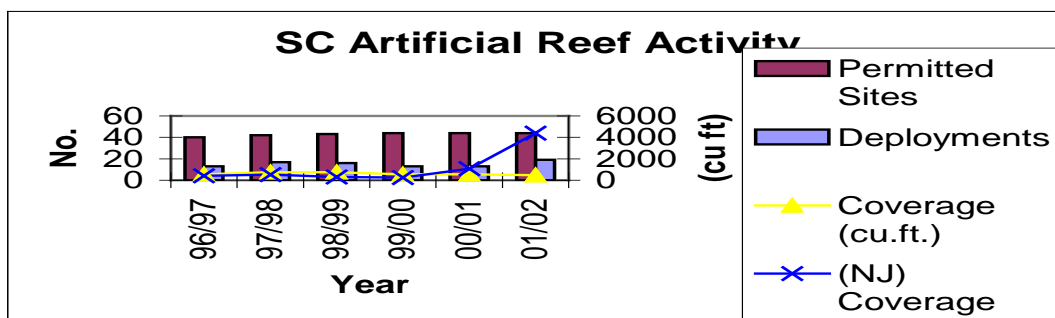
During the most recent year (FY 2000-2001) where data was available, there were 110,955 saltwater fishing licenses sold to shellfishers and boat anglers. Boat anglers represent a large portion of the SCDNR customer base. This customer base is extremely important; not only because of its size, but also because of the fact that through their purchase of saltwater fishing licenses, they help support a number of recreationally-oriented programs. The customer focus can be broadly summarized as: 1) to provide continued and better recreational fishing opportunities for the citizens and guests of South Carolina; and 2) to ensure that the natural marine resources of this state are protected and conserved for future generations.

In order to meet these needs, the MRD of the SCDNR utilizes staff and funding opportunities from a wide variety of sources. In addition to state appropriated monies, the SCDNR utilizes federal funds from USFWS Sportfish Restoration Program which is a user pays, user benefits approach that requires a 25% state match. Additionally, the SCDNR effectively worked with the SC General Assembly to pass the Marine Conservation and Management Act of 1991, establishing for the first time a saltwater fishing license and a dedicated fund to conserve and manage the marine recreational fisheries of SC.

The Marine Resources Division utilized a diversified approach to recruitment, training and performance evaluation. As warranted by job requirements staff received advanced instruction in SCUBA, CPR, and First Aid. In addition, a SCDNR dive manual was produced in 1993 listing the standards and annual requirements needed to qualify for scientific diving at the MRD. Staff have been given advance US Coast Guard training in Seamanship and Piloting. In some cases, commercial driver training and licensing have been required. Routine seminars and training in basic computer software, including word, access and power point, have been offered. Additionally, most staff are cross-trained so they can work on a variety of activities as warranted. The Marine Resources Division is constantly striving to achieve a diversified workplace. Staff

are required to look at minority and underutilized categories when posting and interviewing for all levels of employment.

The Marine Artificial Reef Program is an excellent example of how the MRD fulfills its obligation to boat anglers in this state by increasing and improving saltwater fishing opportunities. Established in 1975, the program now maintains 44 permitted reef sites. Over the past five years, over 103 deployments have expanded the amount of fishable bottom on these sites by 4,165,400 cu ft. When compared to New Jersey, which is considered to have one of the best reef programs in the country, we have generally exceeded their coverage up until the past two years.

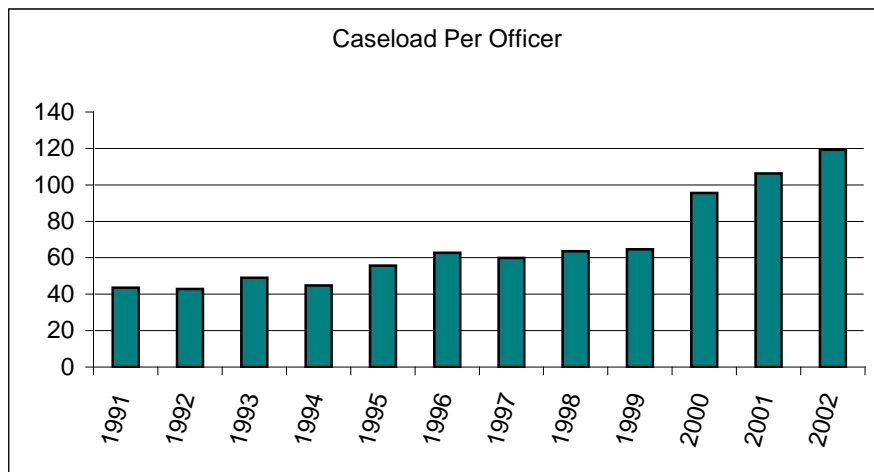
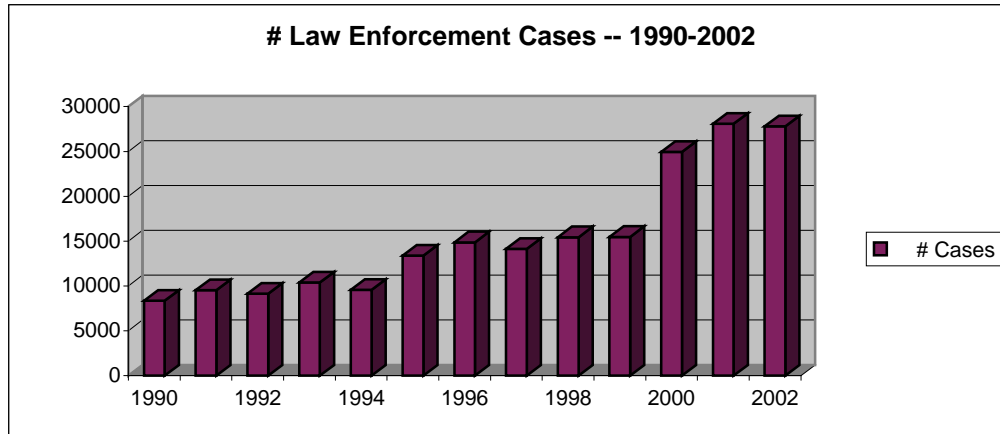


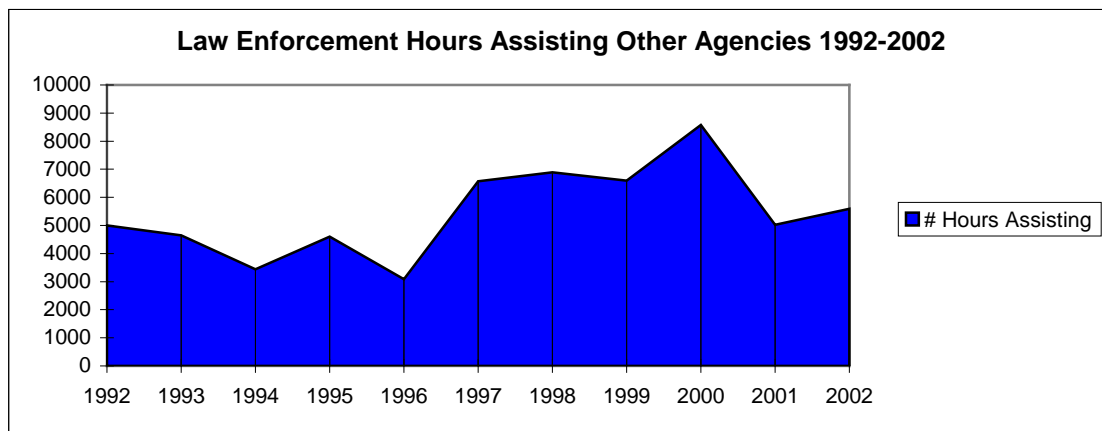
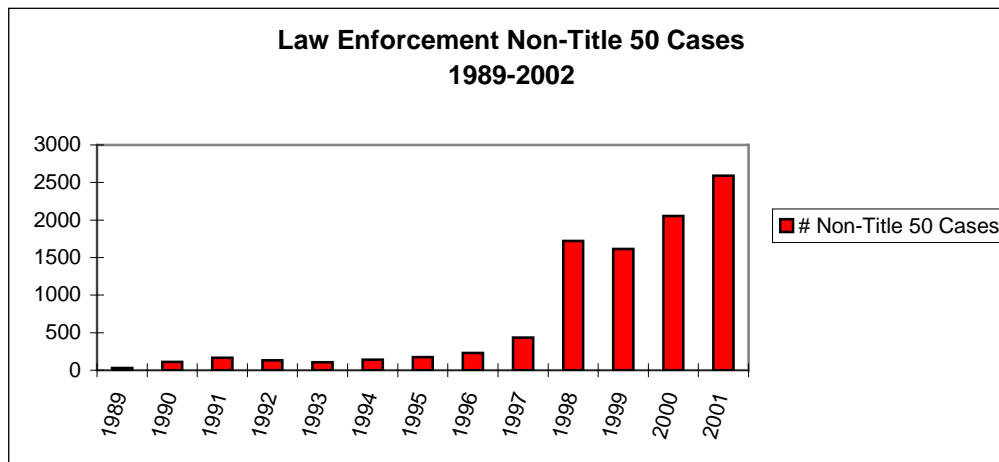
Program: Law Enforcement Operations

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 2: Science and Technology, Action 3; Strategy 3: Education and Public Involvement, Action 1/3; Strategy 5: Internal Management and Operations, Action 1/2/3/4/5/6

7.1-7.5: Tasked with the responsibility of managing and protecting the natural resources of the State, the DNR is in a unique and challenging position of balancing the public desire to utilize our natural resources for recreational and commercial purposes, with the need to implement restrictions (laws and regulations) on the use of the resources to ensure their long-term viability. The Law Enforcement Division (LED) has the primary responsibility of protecting these resources and those who utilize them through the enforcement of laws and regulations. In addition to enforcement efforts, the LED conducts educational and public awareness programs to promote safety, improve compliance with the laws and regulations, and enhance ethical behavior. The DNR law enforcement officers also routinely assist other law enforcement agencies with a variety of enforcement tasks. By combining resources with other agencies to meet specific needs (response to natural/manmade disasters, civil disturbances, manhunts, search and rescue operations), the DNR, along with other law enforcement agencies, is able to serve the public in a cost-effective manner. In order to assess job performance and the effectiveness of our efforts to protect the State's natural resources and those who utilize them, the LED collects and monitors data relating to officer case load for Title-50 cases (game, fish, and boating) and non-Title-50 violations identified in 50-3-410 (littering, alcohol violations, disorderly conduct, simple possession of marijuana). During 2001-2002, 25,644 game, fish and boating cases and 2,143 other cases were handled by DNR officers. These officers also provided 5,597 hours assisting other law enforcement agencies in the state. Although it is not the LED's intent to measure

officer performance based on case loads alone nor is it totally accurate to correlate customer satisfaction to an officer case load, it does present an opportunity to assess the type and number of violations that are being committed. Based on an assessment of this data, law enforcement resources can be reallocated to address significant issues/concerns. In many situations, the activities of the DNR officers are directly focused on issues/concerns that the public has identified. The ultimate result of this process should be enforcement efforts that allow the public to enjoy the State's natural resources, with the knowledge and understanding that measures taken to ensure the protection of the resources and those who utilize them are paramount. The areas that are monitored reflect areas of concern to the DNR and the general public.

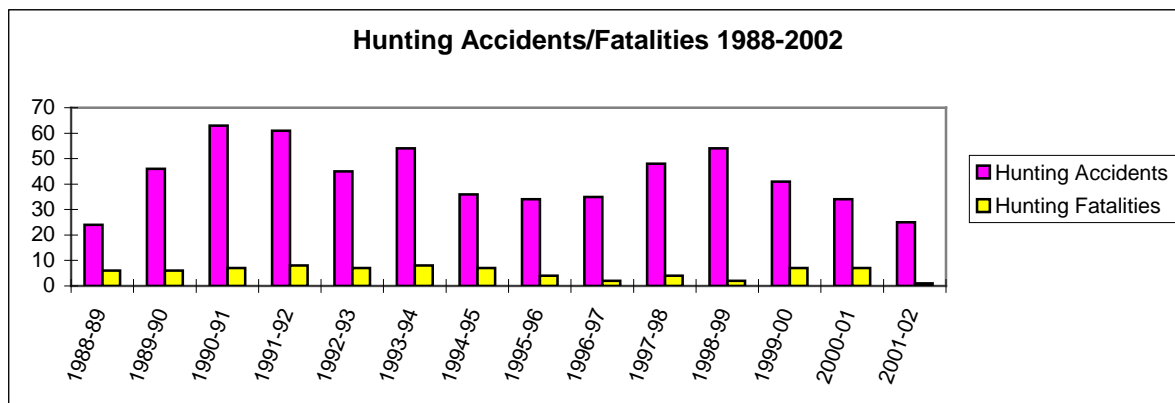




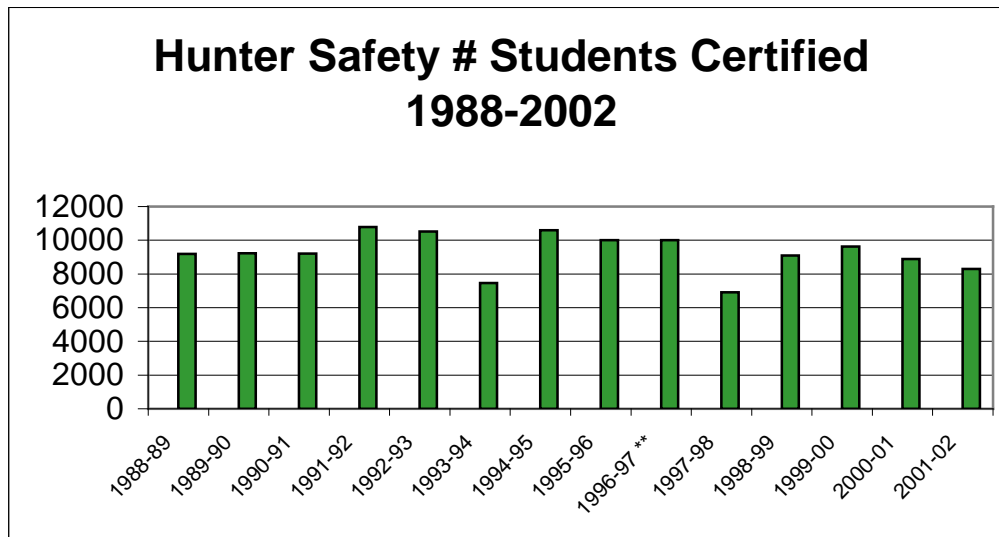
Program: Hunter Safety

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 3, Action 1/2/3/4/5; Strategy 5, Action 4.

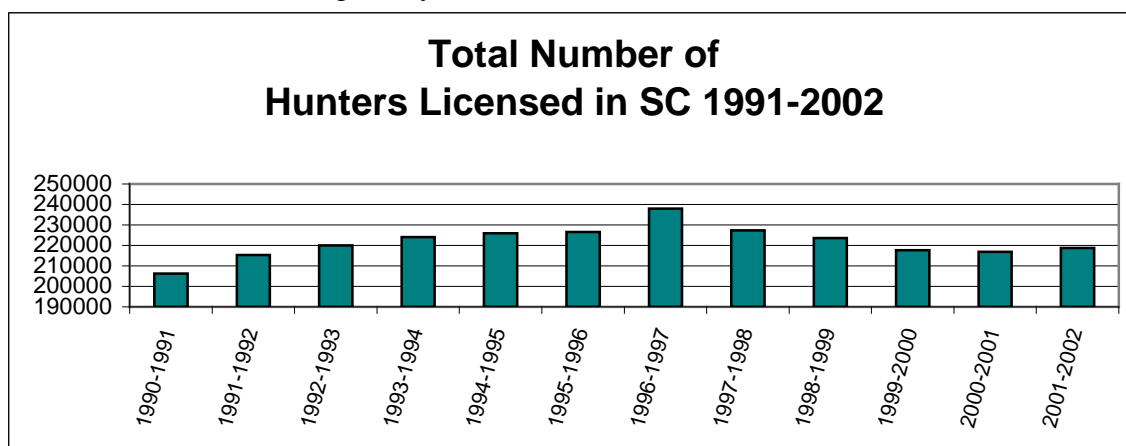
7.1-7.2: The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constitute satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the hunting public.



The Hunter Education Course is mandatory for all hunters born after June 30, 1979, prior to purchasing a license to hunt. However, there are many hunters who take the course in an effort to improve their knowledge of hunting and other outdoor skills even though they are not required to attend. Many South Carolina hunters who travel out-of-state to hunt will take the course in this state in order to be in compliance with the laws of the state they will be hunting in.



7.4: A good measure of constituent trends is reflected in the total number of hunting licenses/permits purchased each year by hunters (218,764 licensed hunters in the State in FY 2001-2002). Due to the various game that is hunted in the state and the various methods that are used, the DNR has to work closely with different hunting constituent groups and the general public to address issues/concerns that affect them. This association has allowed the DNR to be successful in obtaining legislation and additional resources to deal with specific hunting related issues/concerns. The partnering has also lead to the development of Public Service Announcements (PSA's) to address hunting safety and improvement of the educational programs intended to address hunting safety and ethical behavior.



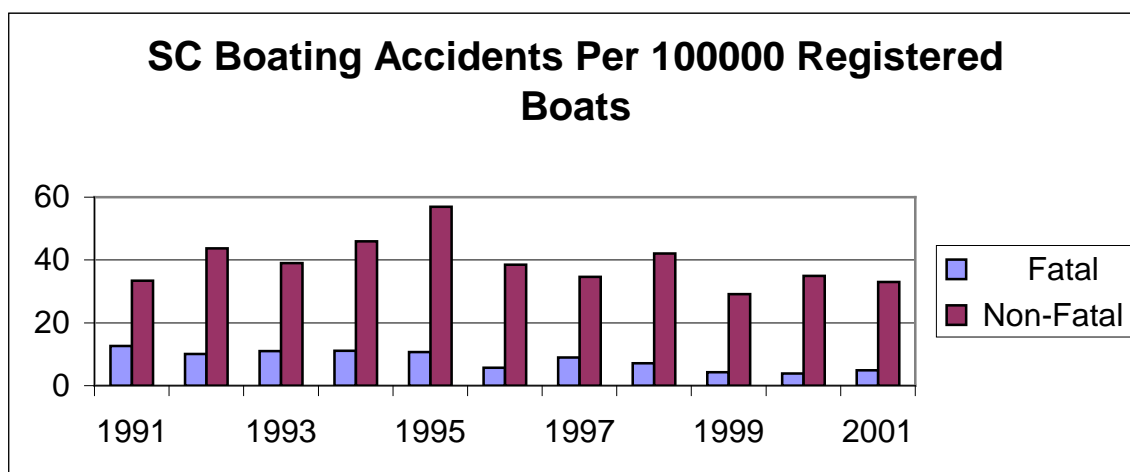
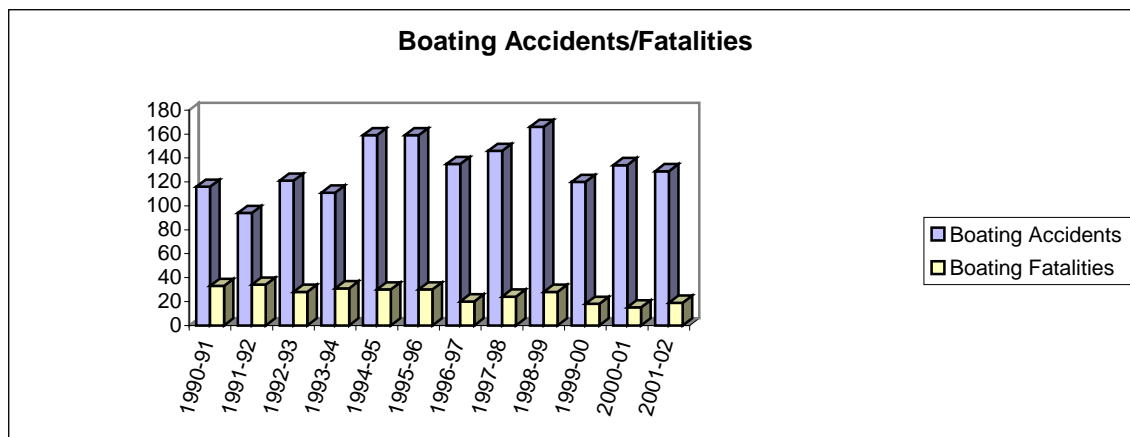
7.5: The total number and type of enforcement cases that are made are indicators of regulatory/legal compliance. From a review of cases made with regard to the nature and location of the violations, the DNR is able to prioritize law enforcement resources and adjust the focus of education programs and public awareness campaigns to address hunting related issues/concerns. This information is also useful in establishing legislative priorities. In addition to addressing safety-related concerns in our education programs and public awareness campaigns, the DNR also places great emphasis on the ethical use of our resources. In an effort to promote good citizenship and compliance with the laws that regulate hunting in our State, it has been the DNR's experience that a viable and visible law enforcement presence tends to have the greatest influence in addressing hunting related problems.

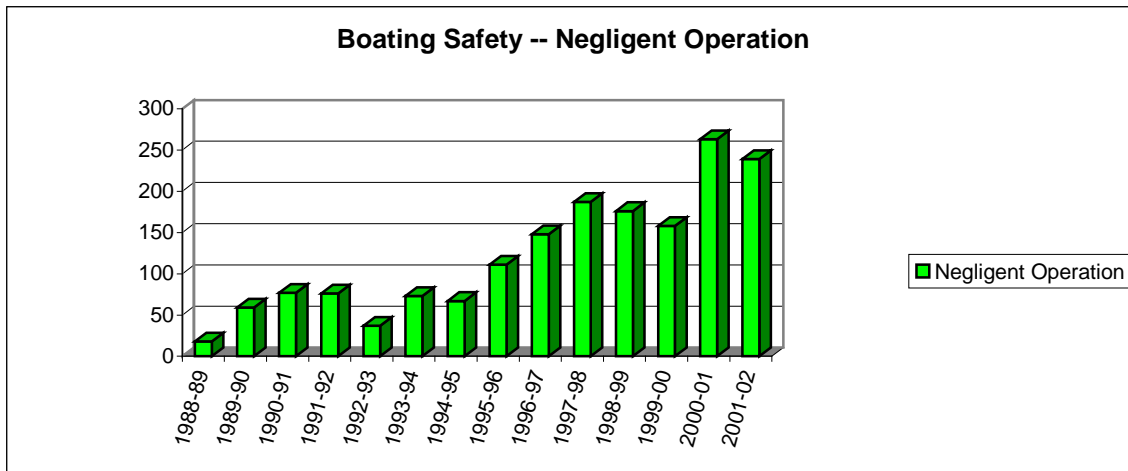
Program: Boater Safety

Strategic Plan Component: Strategy 1: Management, Action 3; Strategy 3: Education and Public Involvement, Action 1/2/3/4/5; Strategy 5: Internal Management and Operations, Action 4.

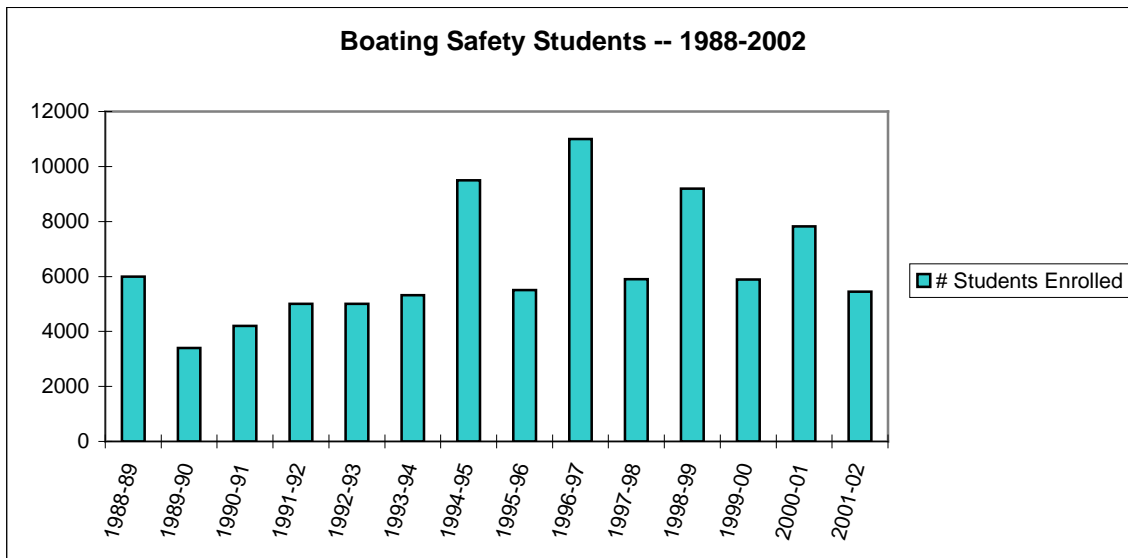
Organizational Effectiveness Results: 7.1-7.2:

The Law Enforcement Division collects and monitors data on several key functions that relate to job performance and constituent satisfaction. The areas that are monitored reflect areas of concern to the DNR and to the boating public.

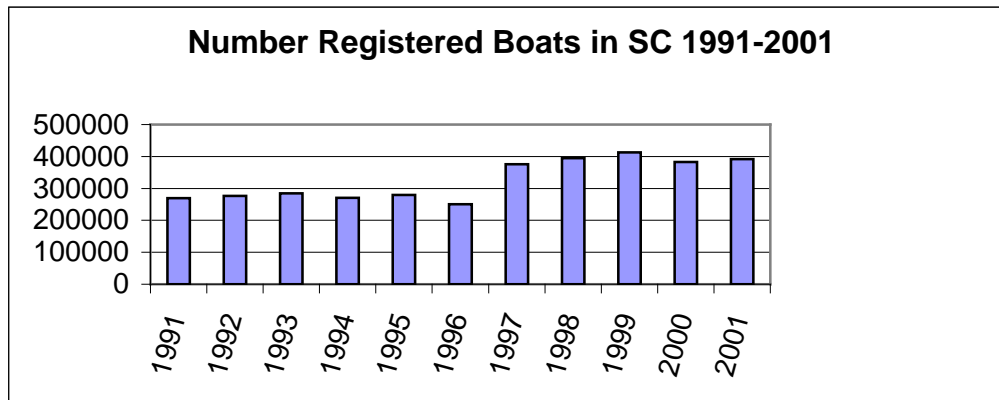




The DNR Boater Education Course is mandatory for boaters under the age of 16 who desire to operate a watercraft powered by a 15 h.p. or larger motor without adult supervision. There are many other boaters who take the course in an effort to improve their knowledge of boating related issues even though they are not required to attend.



7.4: A good measure of constituent trends is reflected in the continued growth in the number of boats registered in the State. Growth of recreational boating in South Carolina has required the DNR to work closely with the boating industry and boating groups/associations to address issues/concerns. This association has allowed the DNR to be successful in obtaining legislation and additional resources to deal with specific boating related issues and general growth of the activity. The partnering has also lead to the development of PSA's to address boating issues and educational tools.



7.5: The number and type of enforcement cases that are made are indicators of regulatory/legal compliance. From a review of cases made with regard to the nature and location of the violations, the DNR is able to prioritize law enforcement resources and adjust the focus of education programs and public awareness campaigns to address boating related issues/concerns. This information is also useful in establishing legislative priorities. In addition to addressing safety related concerns in our education programs and public awareness campaigns, the DNR also places great emphasis on the ethical use of our resources. In an effort to promote good citizenship and compliance with the laws that regulate boating on the waterways of our state, it has been the DNR's experience that a viable and visible law enforcement presence tends to have the greatest influence in addressing boating related problems.

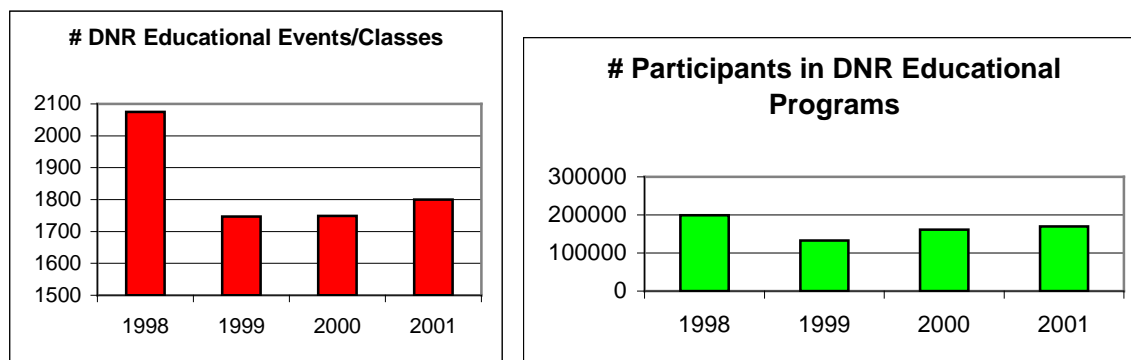
Program: Education

Strategic Plan Component: Action 5: Measures 1 and 2

Organizational Effectiveness Results: Emphasize the importance of education as a portion of every DNR employee's work responsibility.

DNR employees are encouraged to attend and actively participate in the DNR's education and outreach events. These programs and events are scheduled during the year at various locations around the state. Through these type activities, employees realize more ownership of the various agency programs. These programs and events allow the employees of the agency to interact with the public that the agency is serving and increase their awareness of natural resources. Educational programs include Project Wild, Project Wet, Camp Wildwood, Envirothon, Aquatic Education, Coastal Adventure Cruise Program, Marsh Classroom, Touch Tank Classroom Activity, MRD Tours, Becoming an Outdoors Woman, Take One Make One, as well as various writing and art competitions conducted through schools and conservation districts. Outreach events include Beach and River Sweep, Hooked on Fishing Rodeos, Marine Resources Fair and

Open House, and the Palmetto Sportsmen's Classic. Recent reductions in funding will undoubtedly result in changes in agency program and outreach efforts



Program: Education

Strategic Plan Component: Item 2, Goal 6

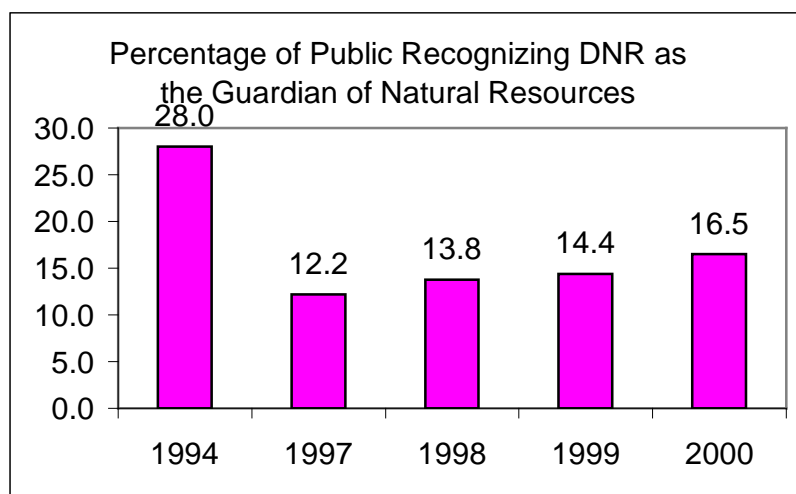
Organizational Effectiveness Results: To increase public awareness of the mission of the DNR.

In July of 1994, the Wildlife and Marine Resources, and Land and Water Resources were combined into the S.C. Department of Natural Resources. Since that time, there has been a constant effort by the agency to ensure that the name of the agency can be identified by the public as the agency responsible for the protection and utilization of the State's natural resources. In a February 1994 survey, 28% of the respondents indicated that responsibility for managing and protecting fish, game, non-game, and natural resources in South Carolina resided with either the S.C. Wildlife and Marine Resources Department or S.C. Wildlife (Department). Surveys performed since the 1994 formation of the Department of Natural Resources asked the following: "To the best of your knowledge, which state agency is responsible for the management and protection of South Carolina's natural resources?" The results indicated that the percentage of respondents who correctly identified the Department of Natural Resources as the agency responsible for the management and protection of South Carolina's natural resources has increased slowly over time. This awareness rose steadily from 12.2% in fall 1997 to 13.8% in spring 1998, 14.4% in spring 1999, and 16.5% in fall 2000. Due to lack of funding, the DNR has been unable to continue surveys to determine progress in this area. When funding becomes available, surveys will be resumed.

The DNR Home Page was created in 1994. It contains organizational and administrative information such as job postings, procurement solicitations and awards, hunting and fishing rules and regulations, and various research on fisheries and wildlife management initiatives of the Department. The DNR Home Page includes several sources of primary data including river and lake levels, precipitation and temperature station histories, and a series of GIS natural resources layers. There are numerous methods of measuring customer satisfaction and Home Page effectiveness. The DNR maintains several on-line forums, facts pages and e-mail opportunities for user feedback. A customer satisfaction survey was conducted in May 2001 as part of an overall website evaluation, and more than 140 users responded. The results indicate a 92% overall satisfaction with the website and their likelihood to revisit the DNR Home Page. Public awareness is further enhanced through the 60,000 subscribers to the *SC Wildlife* magazine,

approximately 375 statewide and regional news releases, and public service announcements aired by approximately 200 radio and TV stations in the State.

Efforts by agency personnel to disseminate the name of the Department of Natural Resources have been effective by increasing the name recognition of the agency. Recent reductions in funding, however, have caused the agency to discontinue participation with the S.C. Broadcasters Association's public service announcement linking program and activities to the name and slogan, "Working for you Naturally." It is anticipated that these funding reductions will make it increasingly difficult to effectively continue this increase in recognition of the agency's name and mission.



Note: Agency restructuring and name change - 1994.

Program: Land, Water and Conservation Districts

Pursuant to the Water Resources Planning and Coordination Act of 1967 ('49-3-10 et seq.), the Division of Land, Water and Conservation develops and implements programs that manage and conserve the land and water resources of South Carolina. This is accomplished by providing guidance in the development and management of these resources through planning, research, technical assistance, public education, and development of a comprehensive natural resources database.

The division serves as the focal point for climatological matters for State government and provides climate information and services to both public and private sectors. It is also headquarters of the S.C. Geological Survey. The State's 46 Soil and Water Conservation Districts receive staff, funding and guidance from the division, and the SCDNR Internet Home Page is also maintained by this division.

The State is currently in its fifth consecutive year of drought. Stream flows and groundwater levels are at historical lows throughout most of the State owing to the duration and severity of the drought. The report "Multiyear-Drought Impact on Hydrologic Conditions in South Carolina, Water Years 1998-2001" summarizes the effects that this unprecedented drought has had on the State's water resources.

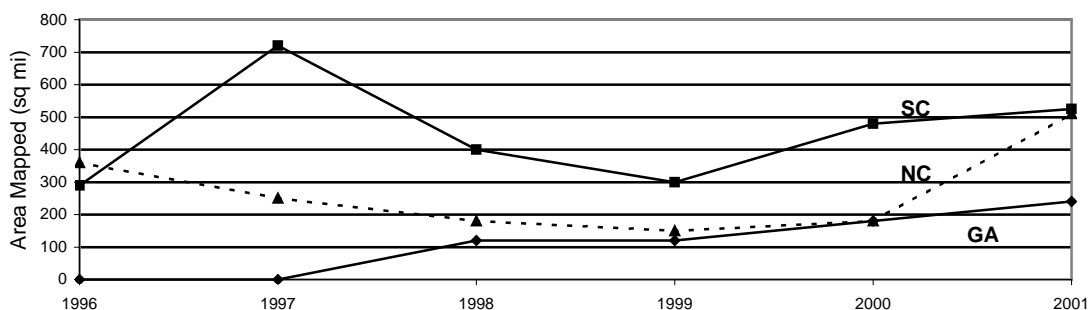
Staff hydrologists continue to maintain a statewide groundwater monitoring network, which currently consists of 50 observation wells (six wells were added in the past year); maintain salinity monitoring stations at the mouths of the Santee and Savannah Rivers and in two wells at Edisto Island; collect geophysical data from wells to delineate aquifers and identify water-bearing zones (data from 14 wells were collected in the past year); site wells in the Piedmont region, using geophysical instruments (12 wells were sited in the past year); investigate interactions between surface and groundwater; collect hydrologic data from new wells; and update our data base that consists of 35,000 well records.

The S.C. Geological Survey is the sole source provider for geologic map information within the State. Performance goals compliment legislatively described duties and align processes with strategic objectives. Stakeholders and the STATEMAP Advisory Committee continue to guide the development of action plans. Action plans respond to strategic objectives by anticipating needs for geologic map information, and critical areas needing such information are defined by analysis of development data of either socio-economic growth or man's impact on the environment.

A total of 525 square miles were mapped during FY 2001-2002 (see Figure). This represents a slight increase from FY 2000-2001 and is greater than that of North Carolina and Georgia. The Bluffton area and the I-85 growth corridor were determined to be critical areas. The Lake Marion area was added later in the year. In the Bluffton area along the coast, approximately 165 square miles (land area = ~2.75, 7.5-minute quadrangles) were mapped, and technical innovativeness resulted in mapping facies within depositional systems and in conducting analytical studies to age date those systems. This information will be used in deciphering the evolution of the coastal zone and in understanding the impact of man's activities on the coastal ecosystem. Along the I-85 growth corridor, approximately 360 square miles were mapped (land area = ~6, 7.5-minute quadrangles; 4.5 internally and 1.5 outsource). Part of those Piedmont maps were a value-added product that refined and compiled nine 7.5-minute quadrangles covering the area of uranium contaminated groundwater. In the Lake Marion area, three 7.5-minute quadrangles were refined. Value was added when cross sections were included with the final electronic products. Integration of different types of information in this fashion will help in the analysis of what long-term effects the Charleston earthquake zone has had on the Lower Coastal Plain.

Cycle time for design to introduction of map products was maintained at 18 months and continues to be controlled by external funding, i.e., STATEMAP. Georgia and North Carolina also participate in the STATEMAP program and maintain the same product cycle time. Value continued to be added when the maps were digitized and made available in electronic format. Publishing outsource maps made additional geologic information available, optimized available resources, and bridged learning gaps created by externally funded priorities. Such map information was delivered directly to local and county planning offices, as well as made available to other stakeholders upon request.

Mapped Area by State



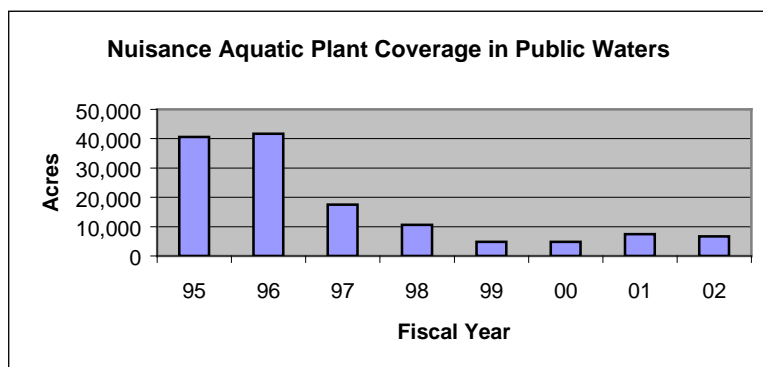
The Land and Water Stewardship Program has several programs in the area of Planning and Resource Management. These programs include the Watershed and River Corridor Planning Program, the South Carolina Scenic Rivers Program and the Natural Resources Planning Initiative. Each of these programs has a strong community-based planning component, and a key measure of customer satisfaction and mission accomplishment is the level of participation in our planning projects. During FY 2002, over 1,000 constituents were directly involved in projects ranging from scenic river advisory councils, to river corridor projects, to planning assistance in communities such as Great Falls. Other measures of mission accomplishment and involvement are the completion of resource management plans and the designation of new State Scenic Rivers. Draft management plans were completed for two scenic rivers, and a 70-mile segment of the Great Pee Dee River was designated as a State Scenic River. Another measure is public involvement in Scenic River Advisory Councils. Currently, over 70 individuals are involved in river management through participation with advisory councils. All of the active projects in this program area were conducted in FY 2002 with approximately \$16,000 operating funds. This represented a decrease of approximately 35% due to budget cuts in both the River Program budget and a significant cutback in planning programs.

In FY 2002, the Land and Water Stewardship Program had three primary programs in the areas of technical assistance, education and outreach. This represents a significant cutback as well as the elimination of some programs compared to FY 2001 due to budget cuts. In FY 2002, the Adopt-a-Landing Program was cut, *S.C. River News* switched from hard copy to an electronic publication, many public outreach activities were curtailed and technical assistance programs were severely cut. However on a positive note, Beach Sweep/River Sweep involved over 7,000 individuals, removing approximately 35 tons of trash from South Carolina's waterways. The Natural Resources Stewardship Program recognized two developments with Environmental Stewardship Awards. All of these programs were administered with approximately \$8,000 operating funds.

The Aquatic Nuisance Species Program is a compilation of three program areas, the (1) Aquatic Plant Management Program, (2) Zebra Mussel Program, and (3) Shoreline Habitat Enhancement Program. Together these programs protect and enhance the economic and environmental viability of our public waters by minimizing adverse impacts to municipal, industrial, and agricultural water withdrawals, electric power generation, navigation, water recreational activities, water quality, and indigenous aquatic life and habitat.

The S.C. Aquatic Plant Management Program was established by law (Section 49-6-10) in 1990. The purpose of the program is to prevent, identify, investigate, manage, and monitor aquatic plant problems in public waters of the State. The SCDNR is designated as the agency to administer the program and works closely with the legislatively established Aquatic Plant Management Council (Section 49-6-30) to develop and implement annual aquatic plant management plans, establish management policies, and coordinate research activities. Funding for the program is cost-shared between federal, state, and local (public and private) sources, as available. No State appropriated funds were received in FY 2002.

During FY 2002, program staff published and disseminated “Zebra Mussels in South Carolina: The Potential Risk of Infestation.” Due to State budget cuts, activities in the Shoreline Habitat Enhancement Program were curtailed. Aquatic plant management operations were conducted on 25 waterbodies at a cost of \$508,075 using federal and local funds. The ultimate success of the program is measured by the presence of aquatic nuisance species in the State’s public waters. During the past year, the total area infested with nuisance aquatic vegetation was 6,690 acres. This represents a 10% decrease in coverage from FY 2001 and is an 84% decrease from peak coverage in 1996 (see Figure). No zebra mussels were found in State waters during FY 2002.



In order to protect and manage the natural resource base, Department staff provided technical assistance to the public in conjunction with the 46 conservation districts and the U.S. Department of Agriculture (USDA)-Natural Resource Conservation Service. Technical duties of staff include planning and application of soil and water conservation practices, promoting wildlife habitat, monitoring soil erosion, assessing sediment and storm water problems and conducting technical clinics and workshops. Through conservation districts, \$12.4 million in federal cost-share assistance was provided for installation of Best Management Practices - a \$4.7 million increase from the previous year. An additional 253,621 acres were placed in a conservation plan, bringing the grand total to 7.9 million total acres in South Carolina covered by a conservation plan. Furthermore, Department staff provided technical assistance toward water quality protection and management projects such as: assisting ten conservation districts with the Environmental Protection Agency’s (EPA) Clean Water Act Section 319 grants, resulting in \$457,000 for non point source (NPS) projects; coordinating a NPS training workshop for 11 conservation districts eligible for funding; coordinating a bi-state meeting on water quality issues in the Catawba River Basin for ten conservation districts in North and South Carolina; and assisting the Greenville Conservation District in initiating a local cost share program directed toward NPS pollution control. On drought related issues, DNR cooperated with the USDA-Farm Service Agency on a \$500,000 cost-share project to install wells in the Ridge area for the

purpose of providing irrigation water for crops. Staff coordinated and participated in several public meetings on water use issues in the Savannah River basin, in cooperation with Anderson, Pickens and Oconee Counties and the Upper Savannah Council of Governments. Staff also coordinated a public meeting sponsored by the Jasper Soil and Water Conservation District on groundwater issues. Staff monitored drought conditions statewide on an ongoing basis.

Due to budget cuts, staff participation in training workshops, seminars and periodic staff meetings was severely curtailed; and in many cases, eliminated. Due to travel restrictions, staff was unable to attend national and regional conservation meetings and only one staff person was authorized to attend the S. C. Annual Conservation Districts meeting. Two field positions remain vacant requiring a redistribution of the workload. Employees were encouraged to be innovative, to look for ways to improve service, to interact with supervisors, and to network with coworkers and others to accomplish job tasks in spite of budget limitations.

One effort to promote partner enhancement is staff participation in meetings of the S.C. Outreach Council. The Outreach Council, coordinated by the USDA, consists of several federal, state, and private agriculture and natural resource agencies and groups. The purpose of the Council is to initiate outreach efforts to identify and educate small, minority, and underserved individuals on the programs and services of the Council members. To accomplish this, the Council has been conducting Outreach Workshops throughout the state. These workshops, while targeting underserved groups, are open to anyone. During FY 2001-2002, five Outreach Workshops were held covering 17 counties. Staff has also participated in meetings of the S.C. Conservation Partnership Quality Management Team and the State Technical Committee.

The fourth year of drought in the southeastern U.S. challenged the resources of the Office of Climatology. In June 2002, worsening conditions required the declaration of a severe drought for all South Carolina counties. Following public hearings and testimony to the House and Senate subcommittees by the Office of Climatology, new drought regulations were passed by the State Legislature on May 7, 2002.

Monitoring the drought required daily review of climate reports from South Carolina and neighboring states, including interaction with other state and federal agencies. The Office of Climatology analyzed climate reports and placed climate indices, graphs, charts, and other information on web sites for access by local, state, and federal agencies, water suppliers, businesses, industries, media, and the public.

To meet the needs of a diverse and geographically broad customer base, the Office of Climatology takes advantage of funding opportunities from a variety of sources. In addition to state appropriated funds (28%), the SCDNR uses federal research grants from the National Oceanic and Atmospheric Association (NOAA) (68%), and program income from the sale of value-added climatic products (3%). State budget cuts caused a study on hurricane climatology to be displayed on a web site instead of being published. It also cut travel to professional meetings that are a valuable resource for new ideas, research, and technology.

Current and historical climate products for South Carolina and other Southeastern states are obtained, quality assured, and maintained on data archives to support the climate information needs of various economic sectors in these states and territories. Indicators for organizational

effectiveness are near-real time information acquisition, innovation rates, revenue efficiency, and legislative compliance. Information acquisition increased by 1.5% for NOAA sources. Information distribution has been effectively transitioned to e-technology processes with a net gain in customer satisfaction. Innovation rates are 13% reduction in manual-offline processes and 11% increase in automated information distribution such as web based. Program income increased by 11%; hence productivity, average revenue generated per item, increased by 28%. Total client interactions, including person-to-person, web-based, etc., increased by 32%.

The Natural Resources Information Management and Analysis Section provide operational support, data processing standards, information management and analysis, and application design services to the Division through implementation of five primary objectives: 1) develop and maintain a technological infrastructure; 2) develop, maintain, and integrate statewide digital spatial and tabular data; 3) provide complex spatial and statistical analyses, applications programming, and cartographic and multimedia development; 4) develop short- and long- range system design and implementation plans and establish standards and procedures for information management; and 5) disseminate information and data to the general public through the development and maintenance of the DNR Home Page.

From a technology perspective, all primary file servers were upgraded. Elimination of older technology reduced maintenance costs by 70% while increasing data processing capabilities. Over the next five years, this will result in a savings to the agency of approximately \$200,000. Although there is currently no annual production schedule established for database development, through joint funding agreements, grants and cost share opportunities, approximately 98% of the natural resource GIS data are now completed and are being used in natural resource management applications. These data are provided to other Divisions and to other agencies through the GIS data clearinghouse over the Internet. This results in substantial data base development, processing and file transfer cost savings. The clearinghouse, which has operated since 1997, has had a substantial annual increase in GIS data downloaded via the web. Last year more than 100,000 GIS files were downloaded.